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The Magazine for MARKETING EXECUTIVES

Management 1

Marketing and Advertising Opportunities in Home Equipment

Another Ross-Federal Survey covering air conditioners, refrigerators, radio sets, electric clocks and oil burners

Are Salesmen's Auto Allowances Going Up?

Designing to Sell

TWENTY CENTS

"This Idea was so good ...

... we later used it in other California cities ... the reports are most flattering ... we have only good words to say" ...

That is the way one great national advertiser writes of a campaign in two colors originated, merchandised, and published in the San Francisco Examiner and in the Los Angeles Examiner.

Another case of overwhelming salessuccess... in both Examiners... is evidenced by the Borden letter, opposite. They "closed over 75% of these prospects."

That is what happens when a manufacturer takes full advantage of a *novel* advertising service, in two rich markets, by two powerful newspapers.

Any Boone Man will give full details.

LOS ANGELES EXAMINER



BASIC PAPER of the SOUTHERN California Market

America's vegetable and fruit garden; its foremost oil supply; the center of the highly paid motion picture industry; a vortex of industrial activity.

Within the five cities and 154 smaller communities that make up the market (with Los Angeles as its heart) live 890,000 families who buy from 44,000 retail dealers.

Among these families the LOS ANGELES EXAMINER not only influences the City of Los Angeles, but is a BASIC influence for the ENTIRE AREA.

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION

Borden's

ESTABLISHED 1857



San Francisco, Calif., December 22nd, 1933.

Rodney E. Boone Organization, 430 Chamber of Commerce Bldg., Los Angeles, California.

Gentlemen:

a

I want you to know how valuable your merchandising co-operation has proved in conjunction with our color campaign in the Examiner.

Your plan of sending out two of your own men with our two specialty men worked like a charm. Never have I seen a cheese survey like yours. By turning over to me—and the Simon Levi Company—almost three hundred high grade stores as prospects, your organization made it possible, through our joint efforts, to secure commitments from 59 per cent of them.

We actually closed over 75 per cent of these prospects. Need I say more of the effectiveness of the Examiner's co-operation?

Prudence Penny also deserves great praise for her splendid work. In fact we are all most happy over the results of the campaign and the way your organization followed through.

Very truly yours,

H. W. CORBETT,

BORDEN'S—CHEESE DIVISION, SOUTHERN CALIFORNIA.

SAN FRANCISCO EXAMINER



BASIC PAPER of the NORTHERN California Market

An empire of timber, metals, agriculture and manufacturing, consisting of eight cities and 144 smaller communities with an annual purchasing-power of well over a Billion dollars.

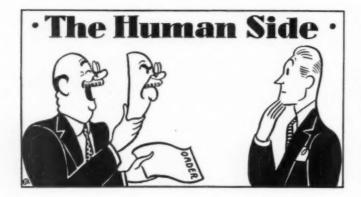
San Francisco, the industrial center of the Northern California Market, is responsible for distribution to the dealers who feed and clothe 725,000 families.

In this rich market the SAN FRANCISCO EXAMINER is an inseparable part of daily life; and, having by far the largest HOME DELIVERED circulation in the area, it is, therefore, essential as a BASE PAPER.

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION

the

the



Origin of Every Customer Checked

Few houses in the country have so accurate a check of their business as to be able to determine at all times just what form of advertising or sales effort brought this particular customer, as has the Columbian Optical Company of Omaha.

Because of the peculiar nature of this business, which demands a long examination, there is ample time to get sufficiently familiar with a patient to ask him, casually, why he patronized this company instead of some other.

The reply is immediately jotted down on the bottom of the prescription card. It goes into the files and becomes a part of the permanent record. At the end of each month a recapitulation is made from all these cards, which gives the manager at any time an accurate picture of the origin of his clientele.

Following is a recapitulation of the patients and their origin for 1933. "Industrial reference" means those patients who came as a result of a regular inspection clinic the company holds for the employes of several industrial concerns. "Referred" means those who are referred to the company by friends or former patients.

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| ous | | | | | | ۰ | | | | | 0 | 0 | | | 1- 13/100 per cent |
| | Refer | Reference | Referencets | Referencets | ads |

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In This Corner, the Champeen

Back in November we talked about Oswin F. Gilliom, agent of the Lincoln National Life Insurance Company, who had completed his 1,000th consecutive week producing new business. We still think that's a snortin' good record, but it seems Mr. Gilliom has been surpassed.

Pierre M. West, Detroit representative of the Mutual Benefit Life, is the new champion. Last August Agent West finished 1,050 weeks—more than twenty years—during each of which he signed one or more applications. His name stands continuously at the head of the company's Honor Roll, and he has been awarded a diamond-studded emblem, the only one ever given by Mutual Benefit Life.

Mr. West has never missed a week for vacation, illness, Depression or alibi. He takes several hunting and fishing trips every year, but he always arranges to have several of his friends examined while he is away. In fact, renewals are larger during his holidays than at other times. On the other hand, he

claims never to have asked a friend to sign an application merely to maintain his record.

"It is almost impossible for anyone to take out too much life insurance," says Mr. West, "and very few have enough. Generally speaking, everyone except the wealthiest should invest about one-sixth of his income in life insurance, and few do that. I personally had \$100,000 on my own life before I ever owned an automobile.

"I much prefer to sell several small policies than one large one. Selling a client too large a policy the first time is likely to result in his becoming discouraged and dropping it. I sell amounts ranging from \$1,000 to \$100,000, or more, but I consider \$10,000 the ideal.

"I have never sold a client to whom I couldn't go back again for another sale if he was in a position to buy. That is because I consider his interests rather than my own selfish ones. As a result, I now have over a thousand policyholders and nearly all my current business comes from them. I never have to approach a stranger and solicit business. I just work with my regular clientele and with those to whom they recommend me. For days and sometimes a week at a time I never leave my office; my old clients come in and see me or I call them on the 'phone and we agree on a program.

"Once a month I sort my cards and pick out those clients whom I should contact. That is the only system I have. I am familiar with all manner of systems and I think they are more trouble than they are worth. I just sort my cards, arrange them in order of convenience, then start out or begin telephoning."

The all-weight production title for life insurance salesmen is hereby awarded to Pierre M. West—subject to correction. We are not going to be caught twice in the same error. Are there any new contenders?

"Consider the Lilies of the Field"

A manufacturer told us an amusing little story the other day that involves at least two points which every company head might think over for an hour or so some night before turning out the light.

The manufacturer—we'll disguise him by calling him Hanson—has been in the field for a relatively short time, but already has garnered the cream of the business. A large portion of his sales clear through chains. He's a young man, aggressive and alert, and how he does it is the despair of many of the older heads in the industry who are handicapped by too much tradition.

The industry was having one of its get-togethers pursuant to its having become codified under NRA. One of the deans of the business who had steadily been losing volume to Manufacturer Hanson approached his rival.

"Yes, you are doing much business," said he. "But why do you sell goods so cheaply?"

Hanson smiled. "Cheaply? My price is $12\frac{1}{2}$ cents higher than yours."

"Higher than mine! How do you know my price? What do you mean higher?"

"Just that. I know your price, and I'm telling you mine is just 12½ cents higher per unit."

Astounded, the older man asked, "Then how did you get all that business from Woolworth?"

Always urbane, Mr. Hanson smiled again. "Oh, I just put red where red ought to be and you were making it green!"



Pierre M. West

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Kerchew

unior Morton has a Cold



wanted in a hurry: bicarbonate of soda . aspirin . cough drops . cough syrup . laxatives . mouth washes . nose and throat sprays . mustard plasters . hot water bottles . electric pads . thermometers.

Like all good Chicagoans, the Mortons acquire their share of colds. "It's an ill wind..." so goes the adage, the truth of which should be particularly appreciated by manufacturers of cold remedies. Which gets us to the point: Are you, Mr. Manufacturer, telling the Mortons what to buy for their colds?

The Mortons are a typical AMERICAN family. There are 450,000 families like them reading the Chicago American nightly. A little simple multiplication—counting four members to a family—and we arrive at a grand total of 1,800,000 prospects for your merchandise.

Remember, germs are not particular what company they keep. They go places and do things to everybody. The largest evening circulation in Chicago provides the largest active market in Chicago for cold remedies and such gadgets which are credited with "assists." To reach this powerful, vital market, it is imperative that you order a consistent advertising schedule in the American.

Kerchew! Pardon us-we've got a cold!



CHICAGO AMERICAN

gives 450,000 families Buying Ideas

National Representatives: Rodney E. Boone Organization

FEBRUARY 15, 1934

[123]

Management 1

Vol. XXXIV. No. 4

February 15, 1934

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In the older man's mind the only logical reason why another could take business away from him was under-cutting on price. He just didn't realize that even the chains will pay more for a product of newer and better design. While he kept on making goods on old conventional patterns, a young competitor with design sense had come in and taken his market—and done it at a highly profitable price level.

W.U. Helps Out St. Valentine

Arrows were too slow. Cupid now sends his love messages by telegraph. Western Union reports that Valentine greetings, on special bleeding-heart blanks, this year were expected to throb some 200,000 times. Who says Americans lack romance?

Tongue-tied wooers didn't have to bite pencils in desperation, for Western Union's poet laureate, First Vice-President J. C. Willever, obligingly supplied ready-made sentiments. Lovelorn boy friends just checked the one they fancied, and, zip, off it went.

Valentine trade is a pretty serious matter to W.U., so last year they made a study of the nation's preferences in canned sentiment. "TO THE SWEETEST GIRL IN THE WIDE COMMA WIDE WORLD COMMA MY VALENTINE STOP" was by far the most popular.

Mother was runner-up in popularity with several messages offered for her delectation. This led the others: "Valentine greetings to the sweetest sweetheart of all, my mother."

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Last fall W.U. advertised for writers to contribute messages for special occasions, and from the flood that arrived they bought a large number. Many of the current Valentine telegrams are from that collection. The public, and not Mr. Willever, is responsible for "At miles between us we can laugh, our hearts entwined by telegraph," and "Wire back, this address, send collect, one word, YES." The last is especially favored by fiery he-men.

Editors of SALES MANAGEMENT tried to interview Telegraph Operator Joseph McSmythe and get his reaction to the messages his tireless fingers tick off. Mr. McSmythe had just finished sending "It's sweet to say I love you, but it will be sweeter still to prove it" for the six thousandth time. "What do you think of canned Valentine messages, Mr. McSmythe?" we asked him.

"I think they're sweet," he replied.

Cash's Recording Angel

There's not much new in the idea of encouraging all employes to exercise their ingenuity in contributing to a business ideas which may result in greater efficiency, or more sales, or savings in costs of one sort or another. But Frank Goodchild, genial president of J. & J. Cash ("Cash's Woven Names"), has a most original way of doing it.

When a SALES MANAGEMENT reporter called on Mr. Goodchild several weeks ago in South Norwalk, and sat by his stove (his office adjoins the factory in a small frame cottage, and, with its old prints, gingham curtains, and flower pots, it forms as cozy a retreat as ever distracted a man's mind from sales costs and advertising returns), he—the reporter—spotted hanging along the wall an odd collection of board tabs, each bearing a name, and each illumined with varying numbers of tiny colored stickers.

Mr. Goodchild explained. "So often some employe makes a suggestion," said he, "to which my reaction is 'Good!'. But it is easy to forget such incidents, and easy to overlook the opportunity for stimulating all employes to do more thinking in behalf of the company's welfare. So every time someone brings in an idea, I paste a credit on his tab. At the end of the week, a bulletin summarizing the record on the 'Brainologue' (that's what I call it), goes to everyone, with special commendation to the men and women who have made contributions of value. Everyone fights for recognition in these bulletins, and the whole idea goes far toward fostering a fine organization spirit.

"In some cases the ideas brought forth have resulted in substantial savings to the company."

Significant Trends

As seen by the editors of Sales Management for the fortnight ending February 15, 1934:

The Snowball of Improvement

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It would not be surprising if, before the year is completed, there will be a definite need to apply the brakes so as to

prevent recovery from going too fast! The national temperament is now somewhat similar to that existing after the World War. The mental strain of four years of depression was so great that now we have a reaction which results in a tendency to splurge in purchases.

- • Proprietors of specialty shops and department stores find the demand for luxury goods surprisingly large. Those in touch with women's styles for Spring describe them as the most "frivolous" in years. Resort hotels in Florida report business as much as 200 per cent greater than a year ago.
- • Best of all, the recovery program has been carried to a point where there is greater stability between classes than at any time during the depression, and this has increased national confidence all around. Only the other day the papers carried a story of a solid trainload of 50 cars of automobiles going into the Nebraska territory—the first such solid shipment since 1929.
- • Fears of bank failures have subsided; money has been stabilized to a degree; the President exhibited a masterful piece of political judgment in presenting the highest possible estimates for expenditures, at the same time being over-conservative in estimating Government income. We feel safe in predicting that no such sum of money will be spent as he projected, and that the income of the Government will stage the most remarkable comeback in modern history. It does not seem to be generally known, for example, that the Internal Revenue collections in 1933 totaled \$2,090,000,000 as against \$1,420,000,000 in 1932—an increase of approximately 50 per cent.
- • But acting on a broad front with a seeming disregard for the amount of money spent by the Federal Government, the President has so re-established the credit of the individual that it would seem almost impossible to stop the snowball of improved business from steadily increasing momentum and size. By filling the stomachs of American farmers and unemployed labor, through such measures as the corn and cotton bonuses to the farmer, and the return of millions to work through the CWA and PWA, the President has brought business to the point where the entire problem of recovery can be attacked without "panicky" feelings prevailing in the minds of any large section of the population.
- Improvement as it has hit the average individual can be seen in the sales and profit statements of retail stores. Marshall Field & Company, for example, had losses of \$5,144,000 and \$7,987,200 in 1931 and 1932, but in the second half of 1933 it made a net profit of \$2,473,000. Its net sales in the last half of last year were 30 per cent above the preceding period.

• • President Atterbury of the Pennsylvania Railroad says you won't have to wait for the figures to know that a railroad is earning a profit. The thing to watch for is paint—it is always a reliable index of how business is going. Everybody stops painting when profits stop. When recovery gets into full swing there ought to be a world of business for the paint industry, and you will begin to see freshly painted box cars.

Business Sign Posts

News from the business front is more encouraging even than last June and July because the gains are more widespread and more evenly divided by industries and sections.

Prices: The Irving Fisher All-Commodity Price Index has been steadily climbing for weeks, and is fractionally above the former peak reached last October.

Retail Sales: In some sections of the South and West, January sales were 50 per cent greater than a year ago.

. . . Sales in large city stores are less "jumpy" but consistently better. New York department stores and specialty shops in January, for example, had dollar sales 14 per cent higher than last January.

14 per cent higher than last January.

Bank Debits: January figures for the country as a whole were 9.5 per cent ahead of last year; preliminary reports indicate that February will show a larger gain.

Security Prices: Bond sales at rapidly rising prices

Security Prices: Bond sales at rapidly rising prices were the heaviest on record late in January and during the first half of this month. Prices are now back to the levels of 1931—a sure and definite sign of confidence.

Car Loadings: Freight traffic has been substantially better than seasonal since last October, the peak month of the year; recent weekly loadings average about 18 per cent above last year.

Construction: Lumber orders are running at the highest levels since last July. Estimates show that publicly financed construction should at least double in volume

During January more orders were released for new freight cars, passenger cars, engines and steel rails than in any single month since the start of the depression. The pent-up demand of the railroads is typical of the deferred purchases in most industries.



over 1933, and private work is showing a substantial increase.

Steel Output: Mills are up to approximately 40 per cent capacity, and steel output in January was 93.9 per cent above 1933.

Automobiles: Probably 250,000 cars and trucks will be produced this month as against 155,000 in January. The industry has a "backlog" of more than 250,000 cars as of the first of February.

Electric Power: Gains are widespread and startlingly large; all reporting sections show improvements and the spread between areas of least and most gain is not great, as contrasted with last Spring when the gains in textile centers were extraordinary, while other sections did not compare so favorably with the preceding year.

Sales Back to 1930 Levels

Sears Roebuck's January month was 30.2 per cent better than last year, and Mont-gomery Ward's sales were up 45 per cent. The latter company

shipped more individual orders in December than in any single month in the history of that company's sixty-three years—more than 3,000,000 pieces. The mail-order branch of the business is running 70 per cent above last year, the retail stores 18 per cent ahead. Sales of the two organizations are back at the 1930 level.

- Fertilizer sales are a good index of farm prosperity, just as paint sales mirror the improvement in industrial sections. Fertilizer sales in January were the largest in any corresponding month since 1930.
- Automobile shows were uniformly successful this year. Milwaukee attendance of 125,000 people broke all records for several years. The San Francisco show drew the second largest gathering in 18 years. The Baltimore show is said to have been the biggest success ever. On the closing day of the Chicago show the attendance was 73 per cent higher than last year, and the largest since
- • In the last three months, shipments of the 1934 model Nash cars have passed by 20 per cent the total year's production of Nash 1933 models. . . . Reo's January shipments were 33 per cent better than last year.
- Electric refrigerator sales of household models in 1933 broke all records and ran 32.7 per cent ahead of quota. The first five states in order of excess over quota were: Georgia, Nevada, Alabama, Texas and Vir-
- Life insurance is picking up. Phoenix January business was 50 per cent over last year, the largest January increase ever recorded.
- Ditto for the office equipment business. The last four months of 1933 were the best in the history of the International Business Machines Corporation, and last month was the best January on record.
- The steady improvement in hotel sales continued in January. November gained 5 per cent over the preceding year, December 12 per cent, January 15

per cent. Restaurant sales gained 6 per cent, 20 per cent, and 27 per cent in the same months.

- And also oil burners. Timken's January sales of burners and oil burners were 42 per cent over last January.
- Chicago in January experienced the first million-dollar month in volume of building, as reflected in permits issued, since December, 1931. . . . The Campbell Soup Company is asking bids for the construction of a \$1,030,000 addition to the company's kitchens in Chicago. . . . And, speaking of food companies, College Inn reports that January sales were not only the largest for any January in the history of the company, but were 51.4 per cent ahead of last year.

Income Gains Extraordinary ment increased roughly

In a preceding item we mentioned that the Internal Revenue collections to the govern-50 per cent in 1933 over 1932. Gains in

individual collection districts were absolutely startlingespecially in some agricultural states. Here are some examples on a percentage basis:

| South Carolina | 444 |
|------------------|-----|
| North Dakota | 305 |
| Georgia | 222 |
| Montana | 199 |
| Alabama | 161 |
| Minnesota | 120 |
| | 113 |
| Western Missouri | 109 |
| Texas | 107 |
| Kansas | 97 |
| Oregon | |
| Colorado | 89 |

- In the territories between Washington and New York served by the Pennsylvania Railroad, 6,000 men are being taken on to complete the company's \$77,000, 000 electrification and equipment project. Thousands of other men gained employment in factories and mills producing materials for this huge project.
- U. S. buying and selling habits face a change as NRA and AAA groups aim to make the nation label and specification conscious. The director of the Bureau of Standards last week sent out a letter which shows that such an inter-related Government movement is in progress. Tugwell Bill, or no Tugwell Bill, we shall see increased frankness on labels. Mail-order houses report increased sales for articles which give full knowledge of the contents or specifications on the label.
- Dr. A. S. McAllister of the Bureau of Standards has ruled that the manufacturers of adequately specified and labeled articles, which conform to the standards of the Bureau, or the Federal Specifications Board, may now advertise that fact.
- The three-car, light-weight, aluminum streamline train, built for the Union Pacific Company (see page 152), is now ready for trial runs, and that railroad already has placed an order with the Pullman Company for a six-car, similar train, that will include three sleep-

Wheels, Baseball and Penguins



At the Wheel Again: Ransom E. Olds (left) is back as chairman of Reo Motor Car Company's executive committee and will actively direct the corporation. A decade ago he retired from the industry which he had helped develop from the days of wheezing, horseless carriages. In 1886 the first Oldsmobile chugged down the main street of Lansing, Michigan, with its inventor goggled and gloved. Seven years later he persuaded a daring purchaser to buy one of the contraptions. By 1899, Olds Motor Vehicle Company had moved to Detroit, and produced a car that sold for \$1,250. It was not much of a success, so he designed the curved-dash Olds Runabout, selling for \$650. Within a year, 450 cars had been sold and "In My Merry Oldsmobile" was a familiar a tune as "After the Ball." Olds Motor Company was eventually swallowed by General Motors, but Mr. Olds started Reo. At 69 he returns to Reo's driving seat.



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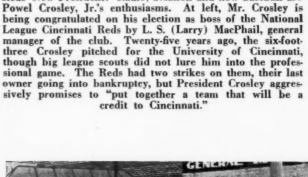
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Penguins on Roller Skates: Shell Oil Company in a campaign for "Thermalized" gas is using penguins (at right) to symbolize frigid driving conditions. A sound truck tootled out "The Skater's Waltz" while the accompanying birds cut figure eights through the streets. And did the kids like them! Newspaper offices, Shell stations and schools were visited in several western states, and the penguin-clowns kindly helped out traffic officers at busy corners. The truck, complete with igloo and more penguins, also broadcast selling points of the motor fuel.



Reds' New President: Radio, aviation and now baseball are





FEBRUARY 15, 1934

Tea Rolls Along: Bringing the story in pictures and samples to the general consumer by means of a special sound film truck—at an initial cost of \$36,000—is proving a successful promotion stunt for White Rose Tea. At left) In the past two months over 100,000 people have passed through this truck as it is parked at the curbs in New York City. Inside it is furnished with a talking picture projection room, green tile bathroom, sleeping quarters, kitchenette and large sitting rooms. Six retailers can sit comfortably in spacious cushion chairs to watch the movies about White Rose products.

IF I WERE TO BUY TOMORROW-

| | Boston | New York | Philadelphia | BaltWash. | Atlanta | Pittsburgh | Cincinnati | Cleveland |
|----------------------------|--|--|---|--|---|---|--|---|
| AN ELECTRICAL REFRIGERATOR | Frigidaire Kelvinator G. E. West'house Electrolux N C (2%) | G. E. Frigidaire Kelvinator West'house West. Elec. Electrolux N C (5%) Majestic | G. E. Frigidaire Kelvinator Electrolux Norge Crosley Mayflower Grunow | G. E. Frigidaire Norge N C (10%) Kelvinator West-house Leonard West. Elec. | G. E. Frigidaire N C (10%) Majestic Kelvinator Electrolux | G. E. West'house Frigidaire Kelvinator Crosley N C (5 %) Majestic Grunow | G. E. Frigidaire Norge Copeland Crosley Electrolux N C (5%) Kelvinator | G. E. Frigidaire Norge Mayflower West'house Grunow N C (4%) Apex |
| A RADIO SET | Philco Majestic Strom. Carl. G. E. R. C. A Stew. War. Bosch Crosley | Philco R C A Majestic Strom. Carl. G. E. Crosley Zenith Atwater K. | Philco R C A Strom. Carl. Majestic G. E. Crosley Zenith Atwater K. | Philco R C A Atwater K. N C (6%) G. E. Strom. Carl. Stew. War. Sparton | Philco R C A Majestic N C (10%) Atwater K. Strom. Carl. Crosley G. E. | Philco West'house R C A Crosley Majestic Atwater K. Bosch Apex | Philco R C A Crosley Sparton Grunow Zenith Bosch G. E. | Philco R C A Zenith Atwater K, Strom. Carl. Bosch Sparton G. E. |
| AN ELECTRIC CLOCK | Telechron G. E. N C (10%) Sessions Hammond Seth Thomas Hamilton Waltham | N C (25%) G. E. Hammond Telechron Westclox Sessfons Gilbert West. Elec. | Telechron N C (30%) Sessions Seth Thomas Hammond Westclox G. E. Sangamo | N C (59%) Telechron Seth Thomas Westclox G. E. Sessions West'house Crescent | N C (48%) Telechron Hammond G. E. West'house Seth Thomas Sessions Gilbert | Hammond N C (26%) Telechron Hamilton Gilbert Swiss Tork Sessions | Telechron N C (35%) Hammond Sessions G. E. | Hammond Sessions Telechron Seth Thoma G. E. Waltham New Haven N C (2%) |
| AN OIL BURNER | Timken Silent Glow Delco N C (14%) Petro Nokol G. E. Sunbeam | N C (35%) Williams Gil. & Barker G. E. May Timken A B C West'house | N C (30%) Williams G. E. Timken A B C Gil. & Barker Williams Nokol | May N C (32%) A B C Gil. & Barker Williams Clean Heat Nokol Marr | N C (73%) Williams Ray Nokol A B C Motorwheel | N C (85%) Williams G. E. | N C (55%) Williams Aetna G. E. Hardinge | N C (54%) Bryant Gar Wood G. E. Motorwheel |
| AN AIR CONDITIONER | N C (66%) G. E. Frigidaire Gar Wood Holland Air Con. Co. Sturtevant | N C (43%) G. E. Frigidaire Carrier Holland Air Con. Co. Amer. Rad. | N C (69%) Carrier West'house G. E. Frigidaire Holland Kooler Air Typhoon | N C (61%) G. E. Carrier Frigidaire York Holland Ilg Mueller | N C (71%) G. E. West'house Frigidaire Amer. Rad. Holland Carrier | N C (56%) West'house G. E. Frigidaire Holland | N C (71%) Frigidaire Carrier G. E. Edwards Wurlitzer | N C (68%) G. E. Carrier Torrid Heat Frigidaire Holland York Amer. Blow |
| | Chicago | Milwaukee | St. Louis | New Orleans | Los Angeles | San Francisco | тот | ALS |
| AN ELECTRICAL REFRIGERATOR | G. E. Frigidaire Norge N C (8%) Majestic Electrolux Grunow West'house | G. E. Frigidaire Norge Kelvinator N C (6%) West'house Leonard Copeland | G. E. Frigidaire Norge Kelvinator N C (9%) West'house Grunow Electrolux | G. E. Frigidaire N C (9%) Majestic Kelvinator | Frigidaire Kelvinator N C (11%) G. E. O'Keefe M. West'house Leonard Gibson | G. E. Frigidaire Kelvinator N C (7%) West'house Norge Majestic Copeland | 1 G. E. 2 Frigidaire 3 Kelvinator 4 NC(6.3%) 5 Norge 6 West'house 7 Electrolux 8 Majestic | 9 Grunow 10 Crosley 11 Copeland 12 Mayflower 13 West. El. 14 Leonard 15 O'Keefe M |
| A RADIO SET | Philco R C A Majestic N C (11%) Zenith Stew. War, Sparton Strom. Carl, | Philco Crosley R C A G. E. Atwater K. Sparton Scott Stew. War. | Philco R C A N C (14%) Majestic Atwater K. Strom. Carl, Crosley Kolster | R C A Philco Majestic N C (13%) Atwater K. Sparton G. E. Clarion | Philco R C A Majestic Stew. War. Sparton Gilfillan Zenith Bosch | Philco R C A G. E. N C (11%) Majestic Remler Scott Atwater K. | 1 Philco 2 R C A 3 Majestic 4 NC (5.4%) 5 G. E. 6 Atwater K. 7 Crosley 8 Strom. Carl. | 9 Zenith 10 Sparton 11 Bosch 12 Stew. Wr. 13 West'hse 14 Grunow 15 Scott |
| AN ELECTRIC CLOCK | Hammond N C (28%) Telechron Westclox { G. E. Hamilton | Telechron N C (22%) Hammond G. E. Westclox West'house Miller Waterbury | Telechron N C (30%) Hammond Hamilton G. E. Seth Thomas | N C (66%) G. E. Lincoln Telechron West'house Hammond | Telechron N C (31%) G. E. Hammond West. Elec. Ingraham | Telechron N C (29%) Hammond G. E. Ansonia West'house | 1 NC (31.2%) 2 Telechron 3 Hammond 4 G. E. 5 Sessions 6 Westclox 7 Seth Thom. 8 Hamilton | 9 West'hse. 10 Gilbert 11 Lincoln 12 West. El. 13 New Hav's 14 Swiss 15 Tork 16 Ingraham |
| AN OIL BURNER | N C (46%) Silent Auto Williams A B C G. E. Timken Petro Wayne | N C (35%) Hiel G. E. A B C May Williams Silent Auto Hardinge | N C (34%) Williams Nokol A B C Pioneer Electrol Hart Rolls | N C (75%) May A B C Amer. Rad. Motorwheel | N C (84%) Ray West'house Petro Rotary Johnson | N C (64%) Ray Johnson Timken Williams A B C | 1 NC (49.5%) 2 Williams 3 G. E. 4 May 5 A B C 6 Timken 7 Nokol 8 Gil. & Bark. | 10 Silent Au. 11 Hiel 12 Bryant 13 Delco 14 Silent Gl. 15 Petro |
| AN AIR CONDITIONER | N C (62%) G. E. Frigidaire Holland Zephyr West'house Modine | N C (70%) G. E. Mueller Holland Stewart Carrier Climator | N C (55%) Carrier G. E. Frigidaire Ilg West'house Afco Pioneer | N C (85%) G. E. West'house York | N C (92%) Carrier G. E. | N C (74%) Frigidaire West house | 1 NC(66.6%) 2 G. E. 3 Frigidaire 4 West'hse. 5 Carrier 6 Holland 7 Mueller 8 Amer. Rad. | 9 York 10 Torrid Ht 11 Zephys 12 Ilg 13 Air Cn. C 14 Am. Blws. 15 Gar Wood 16 Wurlitzer |

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Tomorrow's Market for Radios, Refrigerators, Clocks, Oil Burners and Air Conditioners

The fourth of a series of market investigations made exclusively for Sales Management by Ross Federal Service, Inc., New York.

THE fourth SALES MANAGE-MENT - Ross Federal Survey shows that prospects have definite ideas on the brands of electrical refrigerators and radio sets they will buy in the immediate tomorrows to come, but that they are extremely hazy in their opinions about electric clocks, oil burners and air conditioners.

All but 5.4 per cent expressed a definite preference on radio sets, all but 6.3 per cent on electric refrigerators.

But 31.2 per cent had no choice on electric clocks, 49.5 per cent were uncertain on oil burners, and twothirds (66.6 per cent) had no brand preferences on air-conditioning equipment.

The men interviewed were the same men who told the Ross Federal investigators what motor cars, tires, oils and gas they preferred. (See February 1 issue.) Both as to intelligence and financial standing, they were above average.

They were (ranked as to the number of interviews) manufacturers, advertising agencies, other service organizations, local distributors (not including those who handle products being surveyed), professional men, and newspaper workers and executives

When men as relatively well informed as these express such uncertainty and lack of knowledge about electric clocks, oil burners and air conditioners, it can only mean one

thing: that the manufacturers of these articles have a twofold problem (and opportunity)—they still have before them the task of creating a desire for the product itself, and, secondly, of building an acceptance for individual brands.

Here are typical comments:

"Don't know."

"No preference—not acquainted with brands."

"Never gave it a thought."

"Have never been approached."
"Not familiar with talking points."

"Do not know the names of any."
(This was a common remark about air conditioners.)

"Not sufficiently advertised."

"Only know of . . ."

One executive, the sales manager of a large insurance company, said about air-conditioners, "I want to buy one, but I don't know the names of any."

During the worst years of the depression quite a few experts expressed the opinion that air conditioners would be the coming industry which would lead us out of the depression, that they would pull us out as automobiles did thirteen years ago, as radio sets did a few years later when business began to sag.

Those predictions look rather silly now. How can an industry expect to get places in a big way if its prospects are so unaware of its existence? Even in the market where air conditioners made the best showing, New York, only 57 per cent of the prospects had any brand preferences and



Rural Market Survey Next

Ross Federal Service investigators are now at work in all sections of the country making more than a thousand calls on dealers in small towns and cities. The first batch of findings will be published in the March 1 issue of SALES MANAGEMENT. The survey will cover the general economic conditions as well as brand popularities of products in drug and grocery classifications.

in Los Angeles the figure was only 8 per cent. (Perhaps Southern Californians feel that their climate is above man-made control.)

Even oil burners made a sorry showing. They certainly haven't been over-sold or over-advertised. It was to be expected that the "No choice" total might be high in Atlanta, New Orleans and Los Angeles, but the percentage of doubtfuls in Pittsburgh was higher than in any other city.

Let us assume for the sake of argument that the high degree of "no choice" in oil burners and air conditioners may be traceable—to some extent at least—to the fact that we are in a depression and that these products call for the laying out of hundreds of dollars (although, as an offset to this, remember that in every city the majority of the men interviewed were men averaging at least \$5,000 a year in earnings).

Then how about electric clocks? It doesn't cost much to get a good one. If 59 per cent of the men in Baltimore

(Continued on page 168)

To Get Extra Copies or Reprints — Order Early!

The print order of each Sales Management issue since the first of the year has been stepped up several hundred copies over the preceding issue, but the demand constantly exceeds the supply. We have made reprints of each of the Ross surveys but they, too, have been sold out within a few days. Therefore, if you wish to purchase extra copies of any issue please get your order in immediately after publication date—and you'd better telegraph it!

SAUNDERS NORVELL

Management is not nearly so much a problem of plants, machinery and warehouses as it is a problem of men. The high cost of human inefficiencies, jealousies and "politics" does not show up on the p. and l. statement, but it's one of the biggest liabilities chargeable to almost any business.

Some Liabilities that Do Not Show up on the Balance Sheets

NCE upon a time I was in-terested in the sale of a large business for cash at a fixed In the sales agreeprice. ment, however, there was a clause to the effect that the buyer was to be protected in case of the development of any concealed liabilities, that is, liabilities not shown on the books and records of the company. This clause had a very innocent appearance, but it cost the sellers \$25,000. Numerous unknown claims developed. One was from a salesman who made the claim that he had a year's contract, and he based this claim on the fact that the sales manager in the latter part of the previous year had written him a letter to the effect that certain things would be done the following year.

Where businesses do not have time contracts, sales managers should be very careful, in writing letters about future plans, not to indicate that a time contract exists. However, this claim was soon withdrawn by the salesman's lawyer when, after going through our files, we found correspondence from the salesman to the effect that he was not satisfied with his territory, and unless he could be given certain towns he would "quit" and go with another concern. Therefore, salesmen who may have time contracts should also be careful what they write.

This article will not consider such concealed liabilities, however, but will discuss an entirely different class of

concerns in identical lines of business. They cater to the same class of customers. They do their banking with the same financial institutions. They buy and sell at the same prices. Still, while some of these concerns are successful, others are losing money and the firms are on the down grade. Now, what is the difference between one of these businesses and the others? The answer would usually be-management. The next logical question would be: "What do you mean by management, and what is the difference in the management of these several concerns?" To answer this question one would have to study the personalities of the various men running the different businesses, and the relations that exist between these various personalities.

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I have often said that the ideal management is not a great corporation, but is one man running a one-man business. That is, of course, if this one man is a good man. In the case of the one-man business, as he does everything and must know everything about the business, there is perfect coordination between the buyer and the seller, the bookkeeper and the de-



Photo by H. Armstrong Roberts

Should every company president make up his own private "balance sheet," on which, under "liabilities," he would list the estimated cost of such items as "Internal Politics," "Personal Selfish Ambitions," "Salaries for Inefficient Relatives and Friends," and a host of other "unmentioned" sources of loss?

hidden liabilities, a class of liabilities that are intangible, very difficult to handle, and at the same time very expensive to a business. The concealed liabilities that I now have in mind might properly be called "personnel liabilities" of a business. Every business has such handicaps. Of course they are not on the records. They are not on the books. But they are in the business just the same, and the business not only frequently pays a heavy toll, but sometimes these liabilities, like weeds, spring up and smother the business itself.

In every city you will find several

livery man. They all work together, and each one of them is good. There can be no better system than that.

But when this one man, on account of his increasing business, hires a clerk, we have the boss and employe. The great leaders in business must necessarily be great teachers. The high art of good management is not filling up your business ranks with geniuses and experts, but getting the best class of the average man. Then, good management is to get the best results out of the average man. Geniuses as employes are usually erratic, unstable and hard to manage. Super-experts

are also temperamental, and handling them is like being an impresario man-

aging a prima donna.

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Most large corporations in this country have evolved from very small beginnings. Hundreds and thousands of these smaller businesses, as the United States started on its enormous development, had wonderful oppor-tunities to become rich and powerful institutions. Some did grow and reach their full development. But all along the line others fell by the wayside. What was the cause of the failure of so many promising concerns with such unusual opportunities for success? In my judgment, the principal cause of these failures was the development in the growing business of concealed personnel liabilities.

Businesses Collapse from Inside

Hendrick Van Loon, the historian, in a recent speech at the Executives Club, said that no nation had ever been destroyed by another outside nation; that all nations were destroyed from within. Old France at the time of the French Revolution was destroyed because the nobility had ceased to have the ability to govern France properly. The French kingdom fell of its own weight. The same thing is true of Russia and of Spain. Italy acquired a dictator because the natural rulers of the country lacked the ability to rule.

This principle is true of businesses just as well as of governments. Businesses collapse from the inside. They are not destroyed either by changes in the times or by competition. Properly managed businesses study the changes in the times and keep in step with them. Read the reports of Dun and Bradstreet. Failures caused by competition are negligible. The principal cause of failure is inexperience and inefficient management.

I want my articles to be based not on theories, but on practical facts. Therefore, in thinking out this article on concealed liabilities I have taken a certain large western city, the business life of which I have intimate knowledge. I have thought out just what has happened to the various leading business houses in this city in the past forty years, and why those things hap-

pened.

In a surprising number of cases, fathers have built up strong and profitable businesses. Their families have been brought up not only in comfort but in luxury. Of course it was only natural for these fathers, when their sons graduated from college, to bring them home and put them into the business. After a few years the fathers died. The sons were in complete control. Most of the large businesses that have either failed or liquidated, or just died out in this western city, were these where the business was turned over to the sons and the sons attempted to manage it.

Why does this happen? The sons, in a number of cases, were first-class fellows. They meant well, they were not dissipated, and they were willing to work hard. But here was the trouble. The sons did not have the necessary business experience, the necessary long training nor the incentive to make money. Therefore, while they may have been liked by the veterans at the heads of the various departments, as business men they were not respected-and in this lack of respect was a concealed liability of major importance. The great mistake that most of these young men who lost their businesses made was in the fact that they themselves in the management became competitors of their own heads of departments. Naturally, there were soon divisions. It was not long before first one leading executive and then another left the business to the boys. Usually these leading men who were not afraid to express their opinions, and who occasionally indulged in outright criticism of the new management, were disliked by the sons, who were sometimes glad to see them go.

As time passed we found this oldestablished company with the sons at the top surrounded by a lot of in-ferior "yes men." When a business reaches this condition, it is on the

direct road to oblivion.

Is Ambition a Liability?

There were other cases, however, in this western city-large businesses that in the course of nature got into the hands of the heirs. Some of these businesses still exist, and are still prosperous. But what happened in these cases? The sons were bright enough to continue to employ the veterans in charge, and to encourage them in their work. These veterans, as they grew old, brought in younger men and trained them. I am thinking of one company in particular that was conspicuously successful. The sons still own the business, but the management is in the hands of experienced veterans.

In a large organization where there is an opportunity for talent to reach the top, where there are energetic, strong men, naturally there is keen competition for favor and the better positions. This competition, if not properly managed and regulated, may become another concealed liability. Put this down as a maxim: "The most dangerous men to any business are the head men in that business." If head men are allowed to run wild, there is sure to be trouble. If head men are not properly handled, what is more natural than for them to step out with all the knowledge and secrets of the business, and become direct competitors. Keep an eye on your head men. Every one of them is not only a great asset, if properly handled, but is a major liability if not properly handled.

I have met a number of the leading men in some of this country's greatest organizations. I have studied these men and inquired about them, to find out the secret of their power and success. Some of the answers I have received to my questions have been very illuminating. Take the case, for instance, of Mr. Alfred P. Sloane of General Motors. Why was he picked for the job? In what direction lies his strength? Here is the answer I received from one of the leading men. Well, I guess the real truth is that Mr. Sloane is a good animal trainer. He knows how to keep the menagerie in order." I can understand how in an organization such as General Motors, with all the big men they employ, it must take an iron hand in a velvet glove to handle the outfit.

Iron Hands in Velvet Gloves

When I review some of the great business executives I have known, it seems to me that practically all of them were apparently very gentle men. They did not talk loud or shout. They did not miss any opportunities to do kindly things. They were not mean, and they were not narrow. But, of course, their determination and wills of iron were apparent.

I remember an efficiency expert who once called on me and wished to take hold of our business. I asked what concern he had "experted" last. He gave me the name of a well-known manufacturing company in Massachusetts. "How did it work out?" I inquired. "Well," he answered, "to tell you the truth, it didn't work at all. I put in six months in the various departments of that business. I gave them a wonderful system that would have saved them a lot of money." "Why didn't it work out?" I persisted. He replied, very sincerely: "They had the system. It was a good one. But they wouldn't work it. All of them, just as soon as I left, went back to their old ways of doing business. They were the slaves of habit."

Then I told this expert that I thought there were two things necessary in efficiency work. The first, to lay out how the work should be done; and the second, to have the ability to get it done. And probably the second is more important than the first.

Who Smokes What at the Capital

HEN Mr. Roosevelt's cabinet groups itself around the long mahogany table what cigarette brands are most in evidence: what are the preferred brands in Congress?

SALES MANAGEMENT told its Inquiring Reporter to find out.

The first and most important news that he picked up on his White House call is that when the President calls the meeting to order he is likely to take a Camel from the familiar brown paper package and insert it in a long holder. He doesn't go in for fancy cigarette cases.

Secretary of State Cordell Hull, the first-ranking Cabinet officer, may clip the end from a cigar and light up. He doesn't smoke cigarettes.

Secretary Morgenthau of the Treasury, long an admirer and friend of the President, shares his taste for Camels. We pass Secretary of War Dern. He doesn't smoke anything.

His neighbor, Mr. Swanson, Secretary of the Navy, casts his vote for Old Golds. The Attorney-General, Homer Cummings, is abstemious. He smokes

cigarettes only occasionally, and then chooses Lucky Strikes.

Mr. Ickes, Secretary of the Interior and administrator of the great Public Works program, pulls out a pack of Chesterfields, but Postmaster General Farley, who doesn't smoke and doesn't drink, pulls the wrapper off a package of gum. (Our reporter didn't get the brand name.) The remaining three Cabinet Members, Secretaries Wallace, Roper and Perkins, are also non-smokers.

Going over to the Capitol, we meet the Senator from Nevada and the great friend of silver. Senator Pittman smokes Camels, as does his distinguished Republican opponent from Indiana, Senator Robinson. The other Robinson, "Joe," the majority leader from Arkansas, is a smoker but uses no cigarettes. Senator Steiwer smokes mostly Chesterfields but changes to Camels once in a while. Senator Nye is a Camel smoker.

Senator Tydings might be called an "O.P.C." smoker, meaning other people's cigarettes, for it is reported that he smokes anything he can get his hands on, but prefers Old Golds. Senators Norris of Nebraska and Thomas of Oklahoma may be in the same class, for the former has the catholic taste of "Lucky Strikes, Chesterfields and Old Golds in equal numbers," while the latter is classified as "Kools, Tareytons, Chesterfields, but principally Lucky Strikes."

Senator McNary of Oregon, vigorous minority leader, strings along with Chesterfields, as does his confrere,

Reed of Pennsylvania.

This cross section leaves Camels and Chesterfields tied for first place, followed by Old Golds, Lucky Strikes, Kools and Tareytons.

Congress seems to have a higher percentage of non-smokers than the Administration. Speaker Rainey smokes, but no cigarettes. Senator Fletcher of Florida punctuates his remarks at the hearings on Wall Street and the banks by puffing on a cigar, while his fiery inquisitor, Ferdinand Pecora, likewise smokes cigars, and "the staff wishes to announce they're darned good ones, too." Senator Vandenburg of Michigan, so-called leader of the "Young Turks," is another who eschews cigarettes.

Jesse Jones of the R.F.C. is a nonsmoker, as is John H. Fahey, of the Home Loan Board.

Senator Glass, who doesn't approve of the Administration's monetary policies, and Senator Borah, who thinks that small business doesn't get a break under NRA, are non-smokers, as are three Congresswomen, Mesdames Greenway, Rogers, and Kahn, and our one woman Senator, Caraway of Arkansas. "Bert" Snell, Republican whip, is a cigar smoker, and Representative Doughton of the Finance Committee smokes not at all.

Other non-smokers on the Senate side include Fess, King, Lewis, Johnson, Couzens, Wagner, McAdoo, Davis, and O'Mahoney. Huey Long was engaged in a personal battle down in New Orleans while our inquiring reporter was calling the roll, and we didn't get his brand — as if anybody

cared



Wide World Photo

with the cares of the day, the smoke of a Camel.

Wider Line of Products Pulls Evans Out of the Red

PRODUCT diversification — the development and promotion of new items in new markets—has pulled the Evans Products Company, Detroit, out of the red and eliminated, probably for all time, the hazards the company previously faced in its utter dependence upon the fortunes of the automobile industry.

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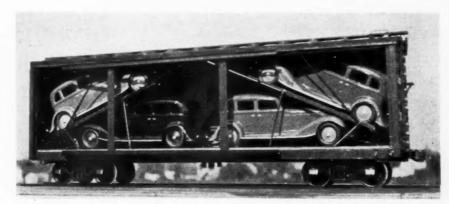
Evans Auto-Loading Company, predecessor of the Evans Products Company, carried "all its eggs in one basket." It supplied 90 per cent or so of all the blocks, hold-downs, straps, boxes, decking and other materials and devices used in loading automobiles for shipment by rail or water, but this was its one and only line. That being the case, automobile manufacturers were its only class of customers. Earnings had increased each year, reaching a peak of \$3.45 a share on its \$5 par value stock in 1929.

But Edward S. Evans, founder and president of the company, anticipated at least some decline in automobile production and he was mindful of that old adage about having all one's eggs in one basket.

Evans did not wait for the crash before beginning to do something about it. Early in 1929 the western division of his company began producing Port Orford cedar separators for automobile batteries—the thin cedar plates between the metal plates in the battery. No doubt the Port Orford separators were a great improvement. But perhaps more important is the fact that E. S. Evans himself ranks as a super salesman, while R. M. Singer, sales manager of the western division, was well known in the battery industry and is also a top-notch salesman.

Anyway, the fact remains that in 1929—the very first year—approximately 15,000,000 of the 20,000,000 batteries sold in the United States were equipped with separators or separator material produced by this youthful subsidiary. It is now said to be supplying the separators for the vast majority of the batteries made in every country of the world.

Production and sales of automobile batteries are not largely dependent on the automobile industry, as only about one-fourth of the batteries produced in Is your industry too dependent upon the welfare of some other industry for sales progress? Perhaps you can offset this risk by diversifying your line of products. Here's one manufacturer—Auto-Loader-maker Evans of Detroit—who is making this policy rebuild his depression losses



Convenient to use, and reducing costs and damages to the minimum, the Evans Auto-Loader is expected to bring back to the railroads their almost vanished automobile transportation business. The device can be built into the freight car for about \$400, permits the loading of four large automobiles instead of the usual three, and can be folded against the roof when the car is being used for other purposes.

BY D. G. BAIRD

this country go into new cars. Not only so, but car owners have been keeping their cars longer and therefore replacing batteries oftener during the depression. It is not surprising, then, to learn that the western division of the Evans Products Company has been earning substantial profits right through the depression.

Wishing to diversify still further, Evans in 1931 formed two other subsidiaries—one to produce several special types of flooring, the other to produce steel-bound containers for shipping fruits, vegetables and other perishables. The flooring materials have met with a good reception from the building industry, considering its present status, and they are now being specified in Government contracts. The container division is not expected to do a great deal before summer, when the shipping season starts.

But while Evans was busy expanding in these directions, changes which materially affected the parent company were taking place. The motor truck was becoming an increasingly important factor in the transportation of

new automobiles from factory to salesroom, while the "drive-away" was also becoming more popular.

Back in 1925, for example, practically all cars shipped, except for comparatively few drive-aways, went by rail. But by 1929 the percentage of cars shipped by rail had declined to about 70; in 1930, to about 65; in 1931, to about 58, and in 1932, to about 50. The latest available figures indicate that of 1,164,847 cars shipped, 706,977, or roughly 70 percent, went overland on trucks or in drive-aways.

That was very bad for the railroads, of course, and it was almost equally as bad for Evans Products, because those cars that were being shipped overland didn't require any Evans loading devices or materials. This, together with the decline in automobile production, accounts for the fact that Evans Products reported deficits in 1931 and '32.

To meet this situation, Evans developed the "Auto-Loader," for permanent freight car equipment, a device that is so convenient to use and

that reduces costs and damage to such an extent that it is expected to restore the automobile business to the railroads, and, incidentally, to Evans Products.

It is claimed, specifically, that the Auto-Loader effects savings to the shipper, the dealer and the railroad. On an average haul, such as from Detroit to Kansas City, the savings on a carload of small automobiles (four automobiles to the car) are said to total \$43.98, or, estimating fifteen trips a year for the freight car, a total annual saving of \$659.70. The saving on large automobiles is even greater, because four of them can be loaded in one freight car, whereas only three could be accommodated previously.

The Auto-Loader is built permanently into the freight car, but it does not interfere with the use of the car for other purposes, as it is then folded into a small space in the roof of the car. Its cost is approximately

The device was perfected by the middle of 1932. Then all that remained to be done was to sell it. As the railroads would benefit most from its use—and it was designed as permanent equipment for railroad cars, anyway—it had to be sold to the railroads, at a time when the railroads were not at all interested in buying anything in the line of equipment. Mr. Evans himself and F. L. Seeley, sales manager, did the selling.

"In the Black" Again

It is unnecessary to dwell on their experiences. The reader can probably imagine them. Nevertheless, they succeeded in selling about 600 before the end of 1932. During 1933 they sold approximately 5,000 and at the beginning of 1934 they had orders pending for fully 4,000 more. At that time thirty-five railroads had one to 500 cars each equipped with the device and others were negotiating for it—one alone seeking 2,000.

And that is how Evans Products got back "in the black" again. While earnings for the full year, 1933, have not been reported yet, net profits for the first nine months amounted to \$216,038, equal to about ninety cents a share, as compared with net loss of \$159,146 during the corresponding period of 1932. All divisions were said to have registered substantial increases in business during the third quarter, with the western division contributing most of the net earnings (this is the one that produces the battery plate separators). The Auto-Loader division earned only nominal net profit, due to initial costs and get-

ting into production on the new product.

"Barring unforeseen economic conditions, though," Mr. Evans said, "the Evans Products Company is now facing the greatest year in its history."

He might have added that this is due to his own combination genius as an inventor and as a salesman. He has long been recognized as an authority on loading, he has personally devised practically all the things his company manufactures, and he is unquestionably a super salesman.

In fact, it was as a salesman that he came to Detroit about twenty years ago. It is interesting to recall, too, that he was trying to sell a loading device at that time. He wasn't notably successful just at first; in fact, he had to do so much missionary work that his employer became impatient and decided that \$5 a day and expenses was too much to pay him, under the circumstances, so they agreed on a commission proposition instead. A little later, when his missionary work began to yield returns, he earned \$1,400 in one month, quit, spent the \$1,400 in developing and testing a better loading device, and entered business for himself. Within a few years he had about 90 per cent of all the business and was saving the automobile industry an estimated \$10,000. 000 a year.

Goldwyn, United Artists Plunge Heavily to Put Over Anna Sten

Oil prospectors frequently drill for weeks, at enormous expense, on the chance of bringing in a gusher. Picture Producer Samuel Goldwyn (nee Goldfisch) has been drilling doggedly for two years in what he believed was oil sand.

Anna Sten represents the oil field in which Goldwyn took a wildcat chance. Born in Kiev, Russia, Miss Sten made something of a name for herself in Berlin film studios. Ever on the lookout for new faces, Goldwyn saw her work in "The Brothers Karamazov" in Germany and bore her off to Hollywood.

From the moment the blonde actress tripped down the gangplank in this country she became a celebrity. The ballyhoo machine went into high gear for the job of creating a new star.

First she had to learn English; and that took a year. Then, Goldwyn didn't like the first version of her initial picture and ordered it scrapped. That costs money, too, plenty of money, even by Hollywood standards. Finally, a new director and new authors put together a very free adaptation of Zola's 'Nana'' that met with the Goldwyn approval. With probably the highest investment of cinema history in an untried star, Goldwyn could not afford to have her debut a flop.

A record-breaking advertising "build-up" was launched. Every English language daily in New York, and many foreign papers, carried 300-line ads for a week before "Nana's" première. The space was increased until on the opening day 800-line ads heralded the exotic importation.

Donahue & Coe, Inc., prepared the newspaper campaign, which was placed by Lord & Thomas, agency for Radio City. Against dark backgrounds Miss Sten was pictured in a variety of poses. A single word told the story: "Alluring," "magnificent," "worldly," "captivating." lis ge re Ir co tr ti o tl F

Some \$40,000 was spent on these advertisements prior to the debut at Radio City's mammoth Music Hall. In Chicago, \$14,000 more was spent for similar publicity.

Though newspapers formed the backbone of the New York campaign, other media were also employed. A thousand one-sheets were plastered in the I.R.T. and B.M.T. subway stations. Rockwell Kent drew special cards for display in 250 bookstores, together with stills from the picture.

Macy's devoted an entire window to scene stills and one of Miss Sten's gowns. Gimbel's displayed sheet music from the picture. Abraham & Straus, in Brooklyn, used a half-page ad for "Anna Sten hats." And I. J. Fox, furriers, mentioned "Nana" and the Music Hall in a half-page advertisement.

The outcome of the publicity drumfire? "Nana" brought \$105,000 to the Music Hall box office during its first week's run. A taxi strike and a snowstorm were not sufficient to keep the crowds away.

Reviewers were inclined to be lukewarm in praise of Miss Sten, though admitting her potent s. a. *Variety*, theatrical trade paper, summed up showmen's reactions:

"The producer has stated that if 'Nana' clicks abroad he'll get his money back—he can't do it alone from the American market—but regardless, 'Nana' seems a good investment, for he has created a new star at a time when a new marquee name should

yield big subsequent dividends."

SALES MANAGEMENT



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Sales Management continues here the report of an investigation of present salesmen's expense account practices made during the last two weeks in January among 200 companies. Here additional material on commission plans is followed by a summary on auto expense.

Salesmen's Auto Allowances Show Upward Trend—Now Average 51/2#

(In the first part of this report, published in SM for February 1, we gave a general summary of trends revealed in the reports from more than 200 companies. Included were some especially interesting comments from companies that have been trying out straight commission compensation plans under which salesmen pay their own expenses. Some further comments on the same subject are included below. Readers who did not see the article in the previous issue are especially referred to it, and to a tabulation therewith summarizing allowable items of expense, maximum per day expenses for large and small cities, and other items, as reported by nearly 100 companies. Lack of sufficient space forbade printing similar detailed reports of all firms participating in this investigation.—The Editors.)

RGLE PENCIL COMPANY'S men are on a salary basis adjustable at the end of the year by a payment of commission on sales above quota. Quotas are set for the year at the beginning of the year, but, during the difficult conditions of the past several years, have had to be subject to adjustment. Quotas are generally easily attained, says E. A. Woods, assistant sales manager, and the commission paid above quotas is based upon total salary and expenses. Therefore it is to the advantage of each man to hold his expense account within reasonable limits.

"We have not made any mandatory change in the last few years in expenses," Mr. Woods comments, "but through a personal request to each man that he reduce his expense account by at least 10 per cent we were successful in reaching this reduction.

successful in reaching this reduction.

"The men are now leaving, having just completed their yearly sales conference, and they have been again requested to hold their expense accounts down, with the understanding that any reduction made in accounts would be reflected in the commission or bonus adjustment at the end of the year.

"Fortunately our sales force is comparatively small, the men are all of exceptionally high type and have been in the employ of the company an average of ten or twelve years, so our troubles along this line are not distressing."

Other companies operating on drawing account and commission, or straight commission: Chain Products Company, Cleveland; Kirsch Company, Sturgis, Michigan; Einson-Freeman Company, Long Island City; J. E. Linde Paper Company, New York City; Bostitch Sales Company, Boston; Michaels, Stern & Company, Rochester; United Autographic Register Company, Chicago; Agricola Furnace Company, Gadsden, Alabama; Cen-tral States Paper & Bag Company, St. Louis; Liberty Bell Oil Company, St. Louis; Autopoint Company, Chicago; Pyrene Manufacturing Company, Newark; Cattaraugus Cutlery Company, Little Valley, New York; Davenport Hosiery Mills, Chattanooga; American Dairy Supply Company, Washington; Selby Shoe Company, Portsmouth, Ohio; Birmingham Electric Battery Company; Norwich Pharmacal Com-

pany, Norwich, New York.

Prest-O-Lite Storage Battery Sales Corporation establishes a maximum per day allowance for cities in each of three different classifications. They have prepared a multigraphed sheet for the use of their men, clearly stating the company's policies covering expense account practices, which is quoted below—the plan of putting such regulations into print for the use of all field men is recommended as a simple means for heading off arguments with salesmen on expense matters. This set of rules was established last April by Prest-O-Lite, according to H. E. Komitch, sales manager:

Expense accounts are to be submitted twice a month.
 1st period—1st to and including the 15th of the month.
 2nd period—16th to and including the last day of the month.
 Living expenses, including room, three

meals, and other items as per article 3, are allowed at actual cost, not to exceed as follows:

Maximum per day allowance

Population allowance
Class A Cities (Over 75,000) . \$6.00
Class B Cities (30,000 to 75,000) 5.00
Class C Cities (Up to 30,000)... 4.50
The company expects its salesmen to put up at first-class hotels, but to in-

put up at first-class hotels, but to insist upon and get the benefit of the commercial rate.

The per diem maximum allowed includes all local telephone calls, tips, baggage, taxis, bus, postage, local car fare and stenographic expense.
 If necessary occasionally to entertain

 If necessary occasionally to entertain a customer or a prospective customer, the person entertained must be reputed, together with when and how entertained.

5. Long distance telephone calls or telegrams to the home office are to be sent collect or charges reversed. Those to customers are to be reported with the name of the addressee and the date. In the case of telegrams, attach a copy. Under no circumstances will any expense be allowed for either telephone calls or telegrams where the subject is personal.

personal.

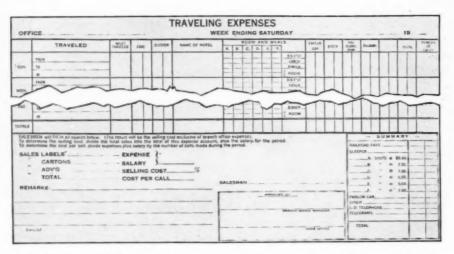
6. Salesmen traveling by automobile are allowed mileage at four cents per mile. On travel in behalf of a warehouse distributor, in company with the warehouse distributor salesman, mileage will not be allowed since in this case the warehouse distributor is expected to furnish the transportation. Salesmen are cautioned not to travel in their own cars where the cost at allowed mileage runs high as compared to other available and convenient modes of transportation. The company reserves the privilege both to change the rate and to discontinue car allowance entirely upon notice, should the cost for any given salesman be found excessive.

Tolls, parking and garage fees are included in the four-cent mileage allowance

Twenty-five cents per night may be added to cover porter's tips. No parlor car charge will be allowed.

8. Meals on dining cars are allowable at \$1.25 each.

 No expenditure by salesman on account of any member of his family or of any other Prest-O-Lite employe is chargeable to the company.



U. S. Printing & Lithograph Company uses this form to keep track of salesmen's expenses. Note that at the end of each week the salesman figures his own selling expenses. Note that at the end of each week the smeshian nature of cost (exclusive of branch office expense). See article for further facts about their sliding scale of allowances based on the size of cities visited.

10. In headquarters cities the only ex-penses chargeable are local car fare, reasonable car mileage and a limited amount of entertaining. No allowance for car fare or mileage between home and field of work.

United States Printing & Lithograph Company carries the city classification even further, having classifications A, B, C, D, E and F, which designate cities over 2,000,000, scaled down to the last group, which designates cities up to 30,000. Allowance per day for the largest cities is \$8; allowance for the smallest, \$5. Details of this company's plan were printed in SALES MANAGEMENT'S special supplement of February 27, 1932, and therefore are not being reprinted here. However, this company's expense account blank is so particularly an interesting one (on the back it carries a complete set of rules governing such accounts) that it is reproduced with this article.

While it is difficult to establish any significant averages on the matter of automobile allowances, generally speaking the trend in auto allowances is slightly up. In early 1932 the average was about 5 cents a mile; now it is approximately 5½ cents per mile.

These figures must be considered in the light of the fact that many concerns have a flat mileage rate, but allow a depreciation charge (and sometimes other fixed charges) extra. Others require salesmen to own the cars, but pay for upkeep

Richfield Oil Corporation of New York, in most cases, handles cars on a \$50-a-month flat allowance, with, in some special instances, an additional 21/2 cents per mile. An auto accessory company makes a daily allowance of \$3 or \$4, depending upon the territory covered. Johnson & Johnson pay 3 cents per mile, plus \$30 a month depreciation. College Inn. Food Products have a flat \$2 to \$3

daily allowance. A beverage company, whose salesmen own their own cars, pays the men \$70 a month to cover all transportation expense. Norton Company pays 3½ cents, but, in addition, pays taxes, insurance, garage and depreciation. A large shoe company pays \$5 a day flat. A hat company pays \$3 to \$5, depending upon territory. C. P. Lesh Paper Company distinguishes between country and city men by paying the former \$25 monthly; the latter, 5½ cents a mile. Their expense, reports George W. Hargitt, sales manager, averages \$20 to \$25 a month, for a 5-day week. Where salesmen own cars, Underwood Coal & Supply pays \$40 a month, paying, in addition, for gas, oil, tires, greasing and washing.

How GF Reduced Auto Costs

A grain and milling company pays \$50 to \$75 a month for automobile expense in the case of men who own their own cars. Baroid Sales Company, Los Angeles, pays 7 cents a mile; Pacific Pipe Company, 5 cents; Metals Refining Company, Hammond, Indiana, 5 cents; C. G. Conn, Ltd., 6 cents. Standard Felt Corporation pays \$25 to \$35 a month.

Lowest flat rate per mile reported was 31/2 cents by Autographic Register; highest, 8 cents by Joseph & Feiss and a rubber products company.

In preliminary figures released by General Foods Corporation, that company estimates 1933 costs for a fleet of 1,007 cars at 43/10 cents as compared with 49/10 cents in 1932. Mileage in both years was around 15,000,000 miles. These figures include all operating and maintenance costs, as well as all fixed charges: license, insurance and depreciation.

Actual figures for the first nine

months of 1933 show a total fleet mileage of 11,313,086, and a car-mile operating cost of 41/3 cents. This compares with 11,644,326 miles at an operating cost of 5 cents a car-mile for the same period in 1932. Better cars, tires, gasoline, oil, roads and service facilities are given full credit by C. L. Jones, head of General Foods automotive division, for reduced mileage costs, 1933 being the third year to record such decreases.

'Tire costs provide an interesting item in our records," says Mr. Jones. "In 1927 our tire costs averaged 8/10 cents a mile, including both new tires and repairs on old equipment. In 1929 improvement in tires and lowering in price were reflected in a tire cost of 4/10 cents a mile-just half what it had been two years before. Then in 1931 our tire mileage cost dropped to 3/10 cents. For the first nine months of 1933 our tire mileage cost was comfortably under 2/10 cents, although for the full year of 1933 we expect it to average about 2/10 cents a mile."

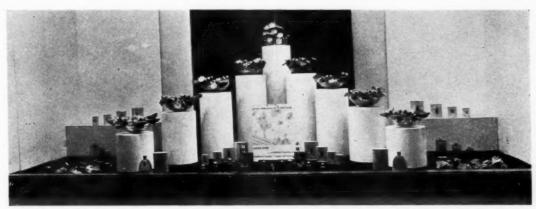
Anticipated reduction of 400,000 miles in total fleet mileage in 1933 is attributed to better routing and reassignment of salesmen's territories. The company's fleet includes 323 coupes, 467 sedan deliveries, and 217 half-ton panel deliveries, nearly all of which are on 6-cylinder chassis.

Among the firms operating on itemized accounts instead of flat rate are: Shur-On Standard Optical, Hood Rubber Products Company, Warner Brothers Company, Edward Katzinger Company, Standard Varnish Works, Matheson Alkali Company, Neva-Clog Products Company, Saginaw Stamping & Tool Company, S. G. Taylor Chain Company, Bartles-Shepherd Oil Company, Carey Salt Company, Ivanhoe Foods, Inc., Midland Flour Milling Company, and Long-Bell Lumber Company.

Paul Christian Forms New Selling Organization

Paul Christian, for many years active in advertising and selling in New York, has returned to Richmond, Virginia, to organize the Christian Com-The new concern plans to sell advertised products at retail and wholesale in the Southern states.

Mr. Christian, formerly head of N. W. Ayer & Son's merchandising department, and vice-president of the Chatham & Phenix National Bank's investment trust, will have Robert S. Christian, Jr., associated with him. The latter was formerly vice-president and treasurer of the Virginia Baking Com-



It's news when a store like B. Altman gives six windows to the display of any one manufacturer's line. This window is typical of those devoted to Lenthéric perfumes in their "flower promotion" plan which has been carried out by some of the biggest department stores in the country.

The Secret of Winning Big Store Promotions? "Ideas," Says Lentheric

N amazingly simple idea for displaying and selling perfumes through utilizing fresh flowers as a display motif and thus 'translating' to the consumer the idea of "living perfumes," has been used by Lenthéric, Inc.,* to win specialand in some cases, most elaboratepromotions from some of the biggest department stores in the country.

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An alert western salesman for Lenthéric early last year cast about for some idea which would entice one of his department store accounts to feature Lenthéric perfumes and other products in windows and give the line some special "play" in the cosmetics department. He hit upon the flower theme, and the J. W. Robinson store of Los Angeles thought enough of the Department store buyers and merchandising men have so many wild schemes put up to them in a year's time for featuring some product or some line that it is increasingly difficult to earn their interest and cooperation. But Lentheric's simple plan induced them to give lavishly of window and counter space in big promotions of Lentheric perfumes.

plan to try it. The event proved so successful that executives of Lenthéric decided to try it in other markets.

By fall similar promotions had been scheduled for such leading outlets as B. Altman & Company, New York; Carson Pirie Scott & Company, Chicago; Halle Brothers Company, Cleveland; The White House, San Francisco; La Salle & Koch, Toledo; Scruggs-Vandervoort-Barney, St. Louis, and Woodward & Lothrop, Washington, D. C.—among others. Robinson store, mindful of its first experience, ran a second promotion in

Typical of the procedure in the promotions and particularly striking in its execution was the "week" held by B. Altman, New York, beginning November 20. Six of this store's big windows were devoted entirely to Lenthéric-each featuring one single perfume (and a decanter of its complementary eau de cologne) in a setting of fresh flowers. For the perfume "Asphodele," which has a gardenia base, the motif was the gardenia (see illustration); for "Miracle," the floral keynote was the white lily. For "Le Pirate," orange poppies were used; dominant note for "Lotus d'Or" was the golden lotus lily. For the fifth member of the sextet, "Le Numero Douze," orchids were chosen. A new member in the Lenthéric family, an (Continued on page 163)

Not a birthday party, but a perfume display. J. W. Robinson Company, Los Angeles, first store to use the promotion described in the accompanying article, was so well satisfied with results that a second similar event was staged six months later. This is the way one corner of their cosmetic department invited the interest of shoppers during the period.



FEBRUARY 15, 1934



In no half-hearted manner did Safeway put on "Good Housekeeping Week." This Oakland, California, store utilized not only the "special event" poster supplied by the Safeway chain, but also the cover of the current issue of the magazine, and the posters carrying reprints of advertisers in the issue. In addition, Safeway's own newspaper advertisement was used as a window sticker, and another newspaper ad—that of a popular coffee—appeared with it.

Develop Plan for Merchandising National Brands through Chains

URING the last week in January of this year the stores of the Great Atlantic & Pacific Tea Company located in the Chicago A & P District promoted a sales program entitled "Good Housekeeping Week." The plan was built around an idea originally tried out by Southern Grocery Stores, Inc., of Atlanta, in its Rogers Quality Food Shops some months before, and also by the Fisher Brothers Stores in Cleveland and the P. H. Butler Stores in Pittsburgh. The principal objective of this sales plan lies in utilizing the good will and leadership influence of an outstanding national magazine for the specific promotion of nationally advertised food products.

Campaign Promotes Quality

Obviously, and for many years, national advertisers have been greatly concerned with the ways and means of getting their products periodically pushed via chain stores and, while many ideas have been developed, practically none of them can seek to provide continuous promotion for a specific brand, week in and week out through an entire year.

As disclosed by its name, the program carried out by A & P carries on for one full week. By describing just what happened in the case of the A & P stores, it will probably be possible to give an intelligent picture of how the program works and of why it appears destined to be used by many

chains in many parts of the country before the end of 1934 and repeated in succeeding years. This description may also indicate why this same plan is very likely to be repeated by the same chain systems at least once every year and possibly from two to four times in each calendar year.

No Special Deals Demanded

During "Good Housekeeping Week," as staged by the A & P Stores of Chicago, merchandising use was made of window displays, counter displays and newspaper advertising, the copy and theme for all of which were built around the magazine.

Good Housekeeping did not undertake to specify what particular brands would be featured during the week, this phase being left to the A & P executives.

Good Housekeeping did, however, supply an advance list of the advertisers who would appear in the current issue, namely, the February number of Good Housekeeping. Out of this list A & P selected the brands it wished to feature. In every instance, the aim was to sell the public on quality rather than solely through price appeal. Insofar as day-to-day prices were concerned, however, it was understood that the A & P chain might have to meet day-to-day pricing of the same brands by its competitors. In no case was the manufacturer asked to make a special price or a special advertising allowance.

The week's campaign was centered

around 25 different products all stocked in the regular course of business and requiring no special buying of these items. Nine were selected for special featuring with displays. As part of its cooperation in lending the influence of Good Housekeeping to the A & P chain, the magazine arranged for the supplying of posters suitable for use both in counter display and in window display. These posters were headed "As advertised in and guaranteed by Good Housekeep-Below this heading appears a reproduction of the advertisement of each brand just as it appears in the current issue of the magazine. Most of these advertisements are in four mems tion Hou with chair also on its scoc

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A Focus of Promotion

Through arrangements made between Good Honsekeeping and the A & P chain, each store of the chain was supplied with a set of these posters, the set including one poster of each brand for each store. The illustrations accompanying this article (while picturing Safeway displays rather than A & P) indicate the typical manner in which these posters were used for window display purposes. They were similarly used on the counters.

During "Good Housekeeping Week" the A & P stores agreed to devote their weekly normal promotion expenditures to this particular campaign, such promotion covering radio, posters originated by the chain itself,

newspapers and regional sales management. The plan included authorization to use the seal of the Good Housekeeping Institute in connection with the specific brands selected by the chain for sales exploitation. A & P also developed some special displays on the Good Housekeeping theme in its own window display setup. The stock shown in windows was concentrated on the selected brands.

As will be seen from the accompanying reproduction of a newspaper advertisement, that part of the copy which does not relate to national brands advertised in *Good Housekeeping* was segregated so that the seal of the Good Housekeeping Institute would apply only to the brands selected as part of the campaign.

The "Good Housekeeping Week" idea, in its entirety, represents a practical method of cooperating with national advertisers in the actual merchandising of their products although, as explained, the selection of individual brands rests wholly with the chain. As a result of the A & P campaign, and also of the tests which preceded it in other cities, it seems proper to conclude that the whole plan involves not only practical merchandising of national brands through chain stores, but also a unique means of making advertising in a specific magazine produce specific results. Again, from a chain store standpoint, an op-

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portunity is provided to associate their stores with quality as distinguished from "price appeal" so continuously associated in the public mind with chain stores. In other words, the plan enhances what may be aptly termed the institutional prestige of a chain store system as contrasted with its reputation for offering goods at low prices. The acceptance which "Good House-keeping Week" has already obtained has encouraged the publishers of that magazine to undertake a wide and continuous use of the plan because of its sales value to both the advertisers in Good Housekeeping and the retail stores handling national brands.

Quaker Oats Will Make Two Premium Offers in Newspaper Drives

In half-page color space in seventy newspapers, Quaker Oats Company, Chicago, will make two unusual premium offers soon.

On February 25, in the 17 Hearst Comic Weekly newspapers, in nineteen other English language newspapers, and in four Jewish and two German papers in New York City, the company will offer a "Silver Ace Rocket Glider." This offer will also be made



Calumet Baking

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During A & P's
"Week" in Chicago, full page
newspaper advertisements like this
one from the Chicago Daily News,
brought a strong
local tieup to many
products appearing
in the national medium. Note use of
Good Housekeeping seal. Note also
how the items featured in Good
Housekeeping are
set apart in the
layout from other
items being featured during the
same week at A &
P stores.

Manufacturers who spend millions in magazines and other media often let their fancy dwell on the additional mass of sales which would result if retailers could be induced to do the kind of merchandising which would turn a greater share of the potential demand thus created into orders. It is this problem that the "Good Housekeeping Weeks" seek to help solve. Among the products participating in the above promotion: Crisco, Swansdown, Waldorf tissue, Shredded Wheat, Libby's foods.

March 4 in 23 papers publishing the "Orphan Annie" comics.

The glider, said to retail normally for 50 cents, is obtainable for two package tops—one from an Aunt Jemima pancake or buckwheat cake flour package and one from Puffed Wheat or Puffed Rice. It is operated by a rubber catapult, opening up when it reaches its "ceiling," and flying down by itself.

Two weeks later in this list of newspapers, in the same order, Quaker Oats Company will invite the readers to cut out the trade-marks from two Quaker Oats or from two Mother's Oats packages, or from one of each, and receive in return a "Make-a-Picture" game.

Those who wish to send in completed pictures to Quaker Oats Company may participate in a cash prize contest. One hundred and fifty-eight prizes, totaling \$1,000, are being offered. First prize will be \$150.

Chesterfield Cigarette Promotes Its 769,340 Retail Outlets

In a newspaper advertisement last week Liggett & Myers Tobacco Company emphasized the "accessibility" of Chesterfield cigarettes by pointing out that they are sold in 769,340 places in the United States and in 80 foreign countries.

The "big four" cigarettes being doubtless the most widely sold products in this country, and having probably the widest diversity of outlets, SM requested Newell-Emmett Company, advertising agency for Liggett & Myers, to break down the figure of 769,340 into types of outlets. Newell-Emmett not only did this but estimated the number of outlets in each state.

The total number represents about half of the aggregate number of all retail outlets, of all types, in the

country.

Ranking first, with almost half of the total between them, are grocery stores (205,056) and restaurants (134,293). Then come general stores (104,089), candy and confectionery (63,259), and drug (58,258). Cigar stores, the most "logical" outlet, rank sixth, with 33,248-followed by filling stations, 30,386, and billiard and pool halls, 25,775. Hotels number slightly more than the combined total of such migratory cigarette outlets as dining cars, ships, etc. Then come delicatessens, news dealers, feed stores (with grocery departments) and fraternal lodges, and general merchandise stores, novelty and gift shops and department stores (with food departments). Even after all these are counted, there is a miscellaneous group which comprises about one-sixth of the total.

New York State, with 79,912, has more than one-tenth of the total number of stationery Chesterfield outlets. Nine states—New York, Pennsylvania, Illinois, Ohio, California, Texas, New Jersey, Michigan and Massachusetts—have considerably more than half of them.

The estimated number of cigarette outlets by states follows:

| Alabama | ı | | | | | | 0 | | | | | | | | | | | | | | | | 13,235 |
|----------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----|---|---|--------|
| Arizona | | | | | | | 0 | | 0 | 0 | | | 0 | 0 | | | 0 | 0 | 0 | | | 0 | 2,766 |
| Arkansa | S | | | 0 | | | 0 | | | 0 | 0 | | | | ٠ | | | | | 0 | | | 11,185 |
| Californ | i | a | | | 0 | | | | | 0 | 0 | 0 | 0 | | | 0 | | | 0 | | 0 | | 37,972 |
| Colorad | 0 | | | | ۰ | ٠ | | | | | | | | | 0 | | | | | - 6 | | | 6,961 |
| Connect | | | | | | | | | | | | | | | | | | | | | | | 10,011 |
| Delawai | | | | | | | | | | | | | | | | | | | | | | | 1,819 |
| District | | 0 | f | | C | L | 1 | u | m | b | i | a | | | | | | | | | | | 2,864 |
| Florida | | | | | | | | | | | | | | | | | | | | | | | 11,360 |
| Georgia | | | | | | | | | | | | | | | | | | | | | | | 16,299 |
| Idaho | | | | | | | | 0 | | | | | | | | | | | | | | | 2,400 |
| Illinois | | | | | | | | | | | | | | | | | | | | | | | 45,992 |
| Indiana | | | | | | | | | | | | | | | | | | | | | | | 19,825 |
| Iowa . | | | | | | | | | | | | | | | | | | | | | | | 14,338 |
| Kansas | 3 | | | | | | | | | | | | | | | | | | | | | | 10,932 |
| | | | | | | | | | | | | | | | | | | | | | | | |

Chesterfield Counts Noses among Its Dealers

| Candy and confectionery | 63,259 |
|----------------------------|---------|
| Delicatessen | 11,311 |
| Grocery | 205,056 |
| General stores | 104,089 |
| Department stores (with | |
| food departments) | 442 |
| General merchandise stores | |
| (with food depts.) | 2,181 |
| Filling stations | 30,386 |
| Restaurants | 134,293 |
| Feed stores (with grocery | |
| departments) | 7,127 |
| Cigar stores | 33,248 |
| Drug stores | 58,258 |
| Novelty and gift shops | 1,449 |
| News dealers | 7,789 |
| Hotels | 15,577 |
| Billiard and pool halls | 25,775 |
| Fraternal lodges, etc | 4,910 |
| Dining cars, ships, etc | 15,566 |
| Miscellaneous | 48,624 |
| W-4-1 | 760 240 |

Source: Estimated from the 1930 Census of Distribution with the exception of billiard and pool halls and fraternal lodges which were reported by R. L. Polk, and clubs reported in Cranes Data Book, and railroad dining cars estimated by Railway Age and ships from the United States Department of Commerce Reports.

| Kentucky | 16,859 |
|-----------------|---------|
| Louisiana | 13,138 |
| Maine | 5,577 |
| Maryland | 10,566 |
| Massachusetts | 24,672 |
| Michigan | 26,237 |
| Minnesota | 14,256 |
| Mississippi | 10,879 |
| Missouri | 23,651 |
| Montana | 3,932 |
| Nebraska | 7,981 |
| Nevada | 693 |
| New Hampshire | 3,004 |
| New Jersey | 27,530 |
| New Mexico | 2,445 |
| New York | 79,912 |
| North Carolina | 16,369 |
| North Dakota | 4,274 |
| Ohio | 38,156 |
| Oklahoma | 13,430 |
| Oregon | 6,798 |
| Pennsylvania | 67,354 |
| Rhode Island | 4,534 |
| South Carolina | 8,224 |
| South Dakota | 4,269 |
| Tennessee | 14,388 |
| Texas | 32,594 |
| Utah | 2,788 |
| Vermont | 2,457 |
| Virginia | 15,583 |
| Washington | 10,676 |
| West Virginia | 11,006 |
| Wisconsin | 19,420 |
| Wyoming | |
| Total by States | 752 774 |
| Total by States | /33,//4 |
| etc | 15,566 |
| _ | |
| Grand Total | 769,340 |

"Bargain" Offer Pulls Smokers to Kool; Spud Facing Sharp Rivalry

"Good grief, another cigarette! What for?" was the response of many retailers when the Brown & Williamson Corporation brought forth its 15-cent Kool brand back in March, 1933. Just another cigarette is what Kool would have remained without unusually energetic promotion.

The field into which the newcomer stepped was the scene of bitter competition. "The Big Four," Luckies, Camels, Chesterfields and Old Golds, were spending millions in every medium, and had been established for years. Spud had hewn out a pathway for itself and seemed to be secure in its grip on smokers of mentholated cigarettes. Neverthless, Kool jumped into the race, and in nine months was treading on Spud's heels.

The offer of a jet black, jade and chromium cigarette box and two packs of Kools for fifty cents played an important part in Kool's progress. George E. Gary, B. & W. general sales manager, declares, "Approximately 125,000 of these boxes were sold in

six months.'

First offered in the American Weekly, on August 27, 1933, as an experiment, the introductory bargain was immediately successful. Additional advertisements followed, with both single columns in black-and-white and full-page in four colors in the Saturday Evening Post, Liberty, Time, Red Book, Cosmopolitan, Tower Magazines, Modern Magazines and the New York Home Journal were used. Copy headlined the General Electric Textolite box ("no advertising on it") and two packs of smokes, "\$1.30 value for 50 cents."

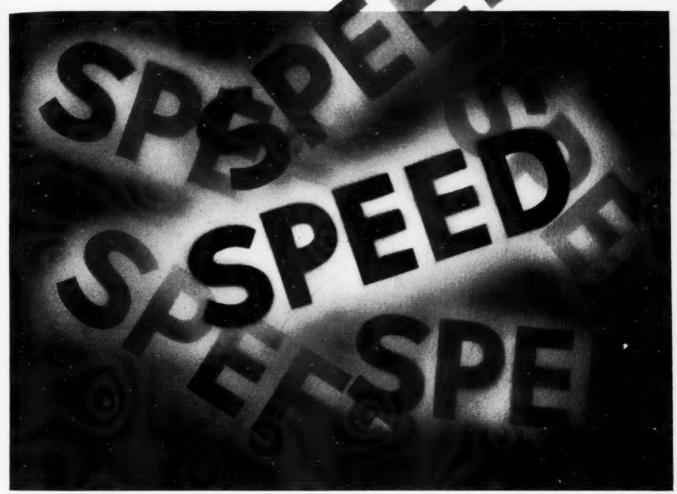
Keyed advertisements in these publications, according to Mr. Gary, demonstrated their efficiency in the following order: American Weekly, S.E. P., Liberty, Cosmopolitan and Red Book. This is not based on an analysis of cost per request, but reflects in a general way the results of the space used.

Of course, Brown & Williamson do not attribute all of Kool's climb to the special offer alone. Vigorous promotion along varied lines backed up both the introductory offer and other gen-

eral advertising.

The Kool penguins were featured in a campaign prepared by BBDO and promptly achieved public recognition. Kool sought to win a part of the Spud following with the line, "Mildly mentholated; better for you." Smokers of other brands were advised, "No more dry throat. . . . Switch to Kools."

MEETING TODAY'S DEMAND FOR





"Here's an example of the way Teletypewriter Service helps us operate," says W. H. Kilpatrick, Vice President and General Manager of Chrysler Motors Parts Corporation. "This message was received here from our Los Angeles branch 15 minutes ago — 4 o'clock Detroit time. The part requested has already been boxed, and it will be delivered in Los Angeles via air express shortly after noon tomorrow! And this isn't an unusual case — it's every-day routine."

Speed is just one of the teletypewriter's many features . . . but a valuable one. It saves time for busy officials and other employees; changes days or hours to minutes in filling orders; provides the efficient service to customers which brings repeat business, in these days of low stocks and quick demands.

Teletypewriter Service lets you "talk in writing"
... directly, promptly, accurately ... either with
other companies who subscribe to the service, or
with separated offices of your own company.

An investigation of Teletypewriter Service will suggest to you the specific ways in which your company might benefit by this speedy and cost-cutting business aid. Users find that the savings it makes possible are more than enough to pay for the service. Your local Bell Company will gladly give you full information . . . and review your communication needs

if you wish... at no obligation to yourself. Just call the Business Office, and a representative will visit you at your convenience.

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Ewing Galloway

APPROXIMATELY two hundred commercial dog foods, each bearing a brand name, are now on the market in the United States. Retail sales total about \$100,000,000 a year. This has been, during the depression years, one of the fastest growing of the so-called newer industries.

Man, we are told, during periods of stress, habitually turns more to the dog, "man's best friend," for solace and comfort and gives the dog more consideration.

These facts have been revealed through research recently completed by Major Market Newspapers, Inc.,* representing leading dailies in 102 cities. In the course of this study 6,000 local dealers were contacted.

Approximately 30 per cent of the people of the United States live in these cities; about 39 per cent in the counties where the papers are published. These counties, however, represent 72 per cent of the spendable income from industries; 65 per cent of all income, including that from farms.

The primary purpose of the study, it might be said, was to find the principal markets, estimate their size, and to determine how best to reach them. To do that, among other things, it was necessary to learn the types of outlets most successful in moving dog foods.

The principal outlets, as a result of

Feeding Towser: A Young and Rapidly Growing Industry

Major Market Newspapers carefully scrutinized the market for dog foods in the 102 major areas represented by this group of media, and discovered that in these centers alone it has already jumped to the somewhat startling total of \$60,000,000. Dog foods now rank second in volume among all canned products.

this study, were listed in order of their importance, generally speaking, as follows:

- (a) Independent grocers,(b) Voluntary chain grocers,
- (c) Chain grocers,(d) Independent druggists,(e) Chain druggists,
- (f) Delicatessens,(g) Meat markets,
- (h) Pet stores,
 (i) Department stores,
 (j) Hardware stores.

However, the study revealed this that finding the best outlets requires a study of the individual market, for the best results, rather than the market as a whole. This can be illustrated by an incident:

A prominent dog food manufacturer, seeking his share of the Grand Rapids, Michigan, trade, made a drive and succeeded in getting his goods stocked liberally in the groceries. Sales did not pick up as he expected. When the Major Market Newspapers study was finished he learned why.

It was because in Grand Rapids the public is in the habit of buying its dog food at drug stores!

The study there revealed the buying habits of the city to be as follows:

| T | ype of Store | A | v. | cans so per we per sto |
|-----|-----------------------|---|----|------------------------------|
| 17 | chain drug stores | | | 73.4 |
| | independent drug stor | | | |
| 201 | chain grocers | | | 4.2 |
| 214 | independent grocers | | | 3.6 |
| 6 | meat markets | | | 2.1 |

This manufacturer, armed with the above table, went after the drug store trade, aimed his advertising to attract the drug store customer, and his picture changed.

But had he been going into the Chattanooga, Tennessee, market the picture would have been very different. In that city the investigators for Major Market Newspapers visited 53 grocery stores and 13 drug stores. There they found:

| There they round. | | | | |
|---------------------------|---|---|----|----------------------|
| | 1 | 1 | ٧. | cans sole per wee |
| Type of Store | | | | per stor |
| 32 independent grocers | | | | 45.8 |
| 14 chain grocers | | | | 9.9 |
| 7 voluntary chain grocers | | | | |
| 2 chain drug stores | | | | 2.5 |
| 11 independent drug store | | | | |
| 6 meat markets | | | | .7 |
| | | | | |

That shows an average of 22.6 cans per week sold by the grocers per store as compared with 1.7 cans sold by the drug stores.

But here comes Tulsa! That's oil country and Indian country! Merry place for dogs!

| · A | v. | cans sold |
|-----------------------------|----|-----------|
| Type of Store | | per store |
| 12 chain grocers | | 561.0 |
| 2 voluntary chain grocers . | | 163.5 |
| 29 independent grocers | | 56.1 |
| 3 chain drug stores | | 34.8 |
| 5 independent grocers | | 8.0 |

The average here is 272.4 cans of dog food sold each week in the groceries and 22.5 cans per drug store.

Turn to Lincoln, Nebraska, and we find the delicatessens coming under the investigation ranking first with an average of 46.5 cans per week per store to 33.9 cans at the grocers, and with the meat markets in third place with average sales of 18.5 cans per week per store.

In the surveys of 102 separate cities studied there are a variety of stories revealed. The evidence seems to say

^{*}Market research activities of Major Market Newspapers were summarized in SM February 1, "Why Many Sales Estimate Indices Go Haywire in Local Marless."



...and NO NEAP

DO you doubt that there really IS a pressure upon New York retailers which, in its certainty of sales results, is as dependable as the tides?

Then ask the scores upon scores of manufacturers and distributors who have pinned their faith upon the Merchandising Pressure of the NEW YORK EVENING JOURNAL and have never found it wanting.

Any Boone Man will furnish proof of the year-in, year-out, consistently profitable record of New York Evening Journal advertising . . . both in consumer response and in the *store-door pressure* which assures the hearty and productive cooperation of retailers.

NEWYORK

A Neverfailing Merchandising Force

Nationally Represented by RODNEY E. BOONE ORGANIZATION

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NOW ADVERTISING IN FORTUNE

ABBOTT, HOPPIN & CO.
Members New York Stock Excluses ALL-YEAR CLUB OF SO. CALIF., LTD.
A Southern California vacation (Hooklet)

ALUMINUM COMPANY OF AMERICA

AMERICAN ASPHALT PAINT CO.

AMERICAN EXPRESS CO AMERICAN SHEET & TIN PLATE CO.

SMITH, SCHREINER & SMITH, INC. AMERICAN-SOUTH AFRICAN LINE

AMERICAN TELEPHONE & TELEGRAPH CO. AMERICAN TOBACCO CO.

ASSOCIATED GAS & ELECTRIC CO.
Communities served by Associated Sy
Agency—Daniel Starcs & Starr

AXTON-FISHER TOBACCO CO., INC.

Sput-menthol-cooled cigarettes

Agency—Kenyon & Eckhardy, Inc.

BAD NAUHEIM
Resort for your health and heart
NAUTH, STURGIR & MOORE, INC. JAMES W. BELL & CO.

tailors—fore

Gentlemen's tailors—format day Agency—KERCH & BECK BUICK MOTOR CO. Points about the new Buick Agency—Campbell-Ewald Co.

CANADIAN PACIFIC RAILWAY CO.
To Honolulu and the Orient (Book
Agency-Kenton & Eckhardt, I

CHEVROLET MOTOR CO.

CHRYSLER SALES CORP.

CLARK GRAVE VAULT CO.

COLDWELL LAWN MOWER CO.

COMMERCIAL NATL. BANK & TRUST CO.

CONTINENTAL CAN CO.

CONTINENTAL DISTILLING CORP.

CUNARD LINE ed chipper ship comparisons

-L. D. Wertheimer Co., Inc.

CURTISS AEROCAR CO., INC.
A "drawing room on wheele" (Catalog)
Agency—Loomis & Hall, Inc.

DANUBE PRODUCTS, INC.

Hayal Tokay Wines of Hungary (Brochure)

Aueneg-Filler & Smith & Ross, Inc. Hoyal Tower Climes for memorials
Tower climes for memorials
ROGERS-GANO ADV. AGENCY

DEL MONTE HOTEL
Historic sketch of California, 4th of series
Agency—Lond & Thomas

DE SOTO MOTOR CORP.

Features of the new Airflow De Soto

Agency—J. STIRLING GETCHELL, INC.

ELSIE DE WOLFE
Indirect lighting in the home DICTAPHONE SALES CORP.
Automatic Monitor on new Model 13
Agency-McCann-Erickson, Inc.

DOMINICK & DOMINICK
Members New York Stock Exchange
Agraca—J. Walter Thompson Co.

R. R. DONNELLEY & SONS CO.

DYER, HUDSON & CO.
Members New York Stock Exchange
Agency—Albert Frank-Guenther Law, Inc.

EASTMAN KODAK CO.
Ciné-Kodak "H" for home movies
THOMPSON CO. THE EGRY REGISTER CO. Egry Speed-Feed for billing Agency-The Procter & Collier Co.

FARMER'S DEPOSIT NATIONAL BANK Identified with Life Insurance Industry Agency—Kerchinal, MacLado & Grove, Inc. FIRESTONE TIRE & RUBBER CO.
Process of Gum-Dipping Firestone Tires

FISHER BODY CORP.
Body by Fisher—No Draft Ventilation FLEETWOOD HOTEL
A DeWitt operated botel in Miami Beach
Auracy—Charles L. Burns

FRANKFORT DISTILLERIES, INC.
Full Jones and Antique whiskles for juleps
Agency—Young & Rubicam, Inc.

FRENCH LINE
Life on board France-Affost
Life on board France-Affost
N. W. AYER & SON, INC.

GENERAL ELECTRIC CO. FOSTER & DAVIES, INC. SERMAN TOURIST INFORMATION BUREAU
1934 Passion Play at Oberanmergau (Booklet)
Agency—Smith, Studies & Moore, Inc.

GEYER-CORNELL CO.

GOODERHAM & WORTS, LTD. American Bourbon and Rye; Canadian White Agencu—Fletcher & Ellis, Inc.

GOODSPEED'S BOOKSHOP, INC.
A Poe first edition for sale
Agency—Maurice M. Obborns

GRAY & LAMPEL, INC.

GREAT NORTHERN RAILWAY

GULF REFINING CO.

W. F. HALL PRINTING CO.

Nationalize through magazine advertising
Agency—McCann-Erickbon, Inc.

HARRISBURG PIPE & PIPE BENDING CO. HERCULES POWDER CO., INC.
Chemical products and their uses
Agency—Cross & LaBraume, Inc.

Henry Cross - Leave - HOHNER, INC. - secondions (Booklet)

Members New York Stock Exchan Agency—Albert Frank-Guenthi HOTEL PIERRE The Georgian and Neptune Rooms Agency—Andrew Core Agency

INDIA STATE RAILWAYS
Two weeks in Southern India

15 WHYON & ECKHARDT, INC. Gadroon-an 18th century des

INTOURIST, INC.
Seeing the U. S. S. R. (Booklet)
Agency—Smith, Stungis & Moone, Inc.

JACOBSEN MFG. CO.
Power lawn mowers in four models
Agency—Western Adv. Agency JOHN HANCOCK MUTUAL LIFE INS. CO. Annuity Income (Booklet)

KELVINATOR CORP.
Four refrigerators in one
Agency—BROOKE, SMITH & FRENCH, INC.
KIMBERLEY-CLARK CORP. TERRY-HANLY ADV. CO.

LABOURDETTE & CO., INC. Moët & Chandon Champages Most & Chandon Champagne
Agency—Batten, Barton, Durating & Osmorn
R. A. LASLEY, INC.
Fact finding for management

Part inding for manufacture.

LIBERTY MAGAZINE
Reflecting currents of interest (Booklets)

LECTURE & ELLIS, INC.

LINCOLN MOTOR CO.
The two-window town sedan
Agency-N. W. Aver & Son, Inc.

MATSON NAVIGATION CO. Pacific travel
Agency—Bowman-Deute-Cummings, Iwo.
THE R. C. MAXWELL CO.
Electric signs for outdoor advertising

McNEEL MARBLE CO.
Builders of Memorials (Catalog)
Agency—TUTHILL ADV. AGENCY, INC.

MEREDITH PUBLISHING CO. arming der McKeb, Inc METROPOLITAN LIFE INSURANCE CO.
The "Growing Pains" delusion
Agency—Hawlet Adv. Co.

MILLS NOVELTY CO.

NATIONAL CASKET CO., INC.

Alfred NELSON CO.
Tailors—breeches makers

NIPPON YUSEN KAISHA LINE Summer round trip rates to Jap: Agency—THE CAPLES CO.

NUNN-BUSH WELDON SHOE CO.
Ankle-fashioned oxfords
Agency—Neinsen-Meyerhoff, Inc.

Country-wide Maintenance Service
Agency—N. W. AYER & SON, INC.
OUTDOOR ADVERTISING, INC.
On the job morning, noon, and night
Agency—United Adv. Agency, INC.

PACKAGE MACHINERY CO.

Machines for particular types of wrapping

Agency—Young & Rubicam, Inc.
A new way to choose a car
Agency—Young & Rubicam, Inc.
PARK & Tilford Import Corp.
Vat 89 Liqueur Scotch Whisky

Booth's Gin
Agency—CHARLES M. STORM CO.
PATERSON PARCHMENT PAPER CO.
Paterson parchment paper co.

PICTORIAL REVIEW

An advertisement for men who okay bill Agency—Philip Kobbe, INC.

PIERCE-ARROW MOTOR CAR CO.
A frequent comment on 1934 Pierc
Agency—Batten, Barton, Duran

E. A. PIERCE & CO.
Members New York Stock Exchange
Agency—J. WALTER THOMPSON CO. PITTSBURGH PLATE GLASS CO.

PLYMOUTH MOTOR CORP.
Mr. Chrysler discusses the Plymouth
Agency—J. STIRLING GETCHELL, INC.

PREMIER-PABST SALES CO.
Pabat Blue Ribbon Beer
Agency-Matteson-Fogasty-Jordan Co.

QUAKER STATE OIL REFINING CO.
A woman endorses Quaker State
Agency—Kunyon & Eckmardt, Inc.

THE RED RAVEN CORP.
Billy Baxter Highballs; Splits
Agency—ALVIN ADV. AGENCY REMINGTON-RAND, INC. Powers Accounting Machin

Modern uses of steel
Agency—Meldrum & Fewamith, Inc.
R. J. REYNOLDS TOBACCO CO.
Mrs. James Russell Lowell endorses Camela
Agency—William Esty & Co., Inc.

RITZ-CARLTON MOTEL
The Oral Restaurant for lunch or dinner
Agency—Frank Presert Co.
RUTHRAUFF & RYAN, INC.
Cocomait's progress from 1838

SCHICK DRY SHAVER, INC.

Schick Pazors

Agency—Briggs & Varley

E. H. SCOTT RADIO LABORATORIES, INC.

Custom-built, all-wave radio

Agency—Kirtland-Engel Co.

O. M. SCOTT & SONS CO.
Scott's Creeping Bent for lawns (Booklet)
Agency—The Jay H. Maish Co. EDWARD B. SMITH & CO.
Members New York Stock Exchange
Agency—ALBERT FRANK-GUENTHER LAW, INC.

SOCONY-VACUUM CORP.

E. R. SQUIBB & SONS
Squibb's Dental Cream
Agency—Geter-Cornell Co.

STERLING ENGINE CO.
Diesel oil engine (Catal
Agency—Addison-Vars Agency—Addison-Vars, Inc.

STROMBERG-CARLSON TELEPHONE MFG. CO.
Loud speaker in ceiling or stair hall
Agency—Stewart, Hanford & Fromman, In
STUDESAKER CORP. OF AMERICA
Berline limousine - Skyway Style
Berline limousine - Skyway Style

ROCHE WILLIAMS & CUNNTNGH

A. SULKA & CO.

Four-in-hands, bow ties and As

Agency—Krech & Brck

Agency—Rech & Deca SWISS FEDERAL RAILROADS Mountain Republic scenery Agency—Dorland International, Inc.

TALBOT J. TAYLOR, JR., INC.
Estate with lake and island
Anency—Cheltenham Press W. A. TAYLOR & CO.

Agency—Richard
TECLA CORP.
Culture pearls from Oriental syster beds
Agency—H. E. LEBAN ADV. AGENCY, INC.

J. WALTER THOMPSON CO. First in Good Housekeeping's annual report TRIMINGHAM BROTHERS

doeskin -Wales Adv. Co., INC.

R. TRIPLER & CO.
Covert coats for town and business west
Agency—Federal Adv. Agency U

UNION CASTLE LINE
South Africa via England
Agency—L. D. WESTHEIMER CO., INC. UNITED FRUIT CO.
Cruising on the Great White Fleet
Agency—Wendell P. Colton Co. UNITED STATES LINES
Cabin liner service to Euro
Agency-LORD & THOMAS

HIRAM WALKER & SONS
Canadian Club Whiskey
Agency—Campbell-Ewald Co. WAYNE OIL BURNER CORP. Wayne Mistoil Burner

Agency—BONNIB, 1NO.
WAYSIDE GARDENS CO.
Snow-blooming Christmas Rose
Agency—TUTHILL ADV. AGEN WESTON ELECTRICAL INSTRUMENT CORP.
Weston Class Exposure Meter
Agency—G. M. Baspord Co.

WETZEL
Gentlemen's tailors for fifty years
Agency—LUPTON & Co.

WHITE ROCK MINERAL SPRINGS CO.

WELL-EMMETT CO., INC. R. C. WILLIAMS & CO.
Mercier Champagne—vintage of 1926
Agency—BLAKER ADV. AGENCY

WOLFF WORLD PEACEWAYS, INC.
Dramatising the cost of war
Agency—Batten, Barton, Dunstine & Oss

RUDOLPH WURLITZER CO.
Residence Pipe Organs (Brochure)
Agency—THE KERLOR & STITES CO.

YORK ICE MACHINERY CORP. YOUNG & RUBICAM, INC.

Fortune FOR ADVERTISING IN FORTUNE

IN JANUARY, advertisers bought more linage in FORTUNE than in any previous January—112% more than last year—more, indeed, than they bought in any monthly (or semi-monthly) publication, including all women's magazines. Only The Saturday Evening Post, Time, The New Yorker, and Collier's-all weeklies-carried more January linage than FORTUNE.

IN FEBRUARY, FORTUNE showed an 88% gain over February, 1933—and carried more linage than any non-weekly publication (excepting only Vogue, and Motor Boating's Show Issue), and including all other women's magazines. (Weeklies' figures not except and lines and li yet available.)

THE MARCH FORTUNE CARRIES MORE LINAGE THAN ANY ISSUE IN FOR-TUNE'S HISTORY, AND REPRESENTS A GAIN OF MORE THAN 125% OVER THE ISSUE OF MARCH, 1933.

THE CONFIDENCE

OF THE PEOPLE WHO MAKE THE WHEELS GO 'ROUND

Advertisers are flocking to FORTUNE because they know it is delivering the editorial goods.

The novelty is long since gone out of FORTUNE. For at least three years now, subscribers have renewed @ \$10-a-year and new subscribers have sent in their checks for \$10 "over the transom" because of something else besides handsome pictures and a striking format.

The plain fact is that FORTUNE would have a very substantial circulation* at \$10 a year even if its text were mimeographed on wrapping paper and served up without benefit of illustration-and therein lies its real triumph.

FORTUNE long ago discovered that the easy or opinionated generalities of professional writers-of-articles failed to excite men of large affairs, who could see at a glance that they knew more than the writers. FORTUNE, therefore, put no faith in "contributors", but relied entirely on stories worked over and reworked many times by its own staff. To learn more than the best-informed about every subject it touches and to offer its findings clearly and dramatically-this has been the ideal of FORTUNE from its inception.

FORTUNE had to evolve a new technique of research and apply it to subjects loaded with dynamite. The result has been a succession of notable and revealing stories-the hard won fruit of resourceful investigation, of expensive travel, of contacts in high places, of endless puzzling and rewriting.

FORTUNE's reward is the continued presence on its subscription list of thousands of men whose names at once suggest success, profound experience, inside knowledge, and a vast skepticism regarding people who write.

FORTUNE has won the confidence and the eager interest of men and women who move in the best-informed circles. They are now turning to FORTUNE for new insights into the complex relationships of Recovery. To many of the ablest men in industry, government, and finance FORTUNE has become the most important single magazine in America.

The shrewdest buyers of space are leading the parade of advertisers into FORTUNE. They know that its big pages enjoy the confidence of the people who make the wheels go 'round.

* FORTUNE @ \$10-a-year now attracts more than 90,000 subscribers—without benefit of promotion—without the usual circularizations, without selling crews, without cut rates. FORTUNE's only circulation "tricks" are to encourage subscribers at Christmas time to give gift subscriptions to friends @ \$10 for the first subscription and \$7 for each other; and to permit 4.675 adv men to have the magazine @ \$5 a year, in lieu of a free-list. Beyond this no one gets FORTUNE at less than \$10 a year.

Fortune FOR ADVERTISING IN Fortune

that every market must be studied for its own peculiarities if the best of results are to be obtained; that there

isn't any general rule.

As a result of the investigation carried on, it is estimated that 48.6 per cent of the entire dog food market in the United States lies in these 102 cities, containing 30 per cent of the population; that 59.1 per cent of it is in the counties of these cities where live 39 per cent of the people.

The country dog, and the small-town dog, it seems, subsists to a much larger degree on table scraps and kitchen left-overs than does the city dog. The country dog, less confined, does not live so unnatural a life. His condition and diet do not have to be watched so closely. If his stomach demands more animal tissues he will likely go out and hustle a rabbit, some small rodents, or perhaps a chicken. He is a more self-sufficient dog.

Leading Brands by Regions

If the best markets for dog foods are in the larger cities the manufacturer probably will ask, what cities? The report shows the dog food market in each of the 102 larger cities. The Big Ten of these are:

| City | Dog Food Consump- tion in Dollars |
|---------------|---|
| New York | \$10,681,400 |
| Chicago | 4,304,300 |
| Brooklyn | 2,822,400 |
| Philadelphia | 2,758,700 |
| Detroit | 2,037,200 |
| Los Angeles | 1,951,400 |
| Boston | 1,487,300 |
| Cleveland | 1,166,300 |
| San Francisco | 997,800 |
| St. Louis | 987,800 |
| | |

The total, for the 102 major market cities, is put at \$48,608,700; for the cities and counties in which the cities are located, \$59,178,800.

Commercial dog foods are made chiefly from horse meat, beef, fish and reindeer meat. Some are made entirely of horse meat, others entirely of beef, and others are mixed foods. Manufacturers talk more of "balance" and "balanced ration" than of other

things.

This study, however, is not primarily of the product itself, but of the market and selling. The investigation called for a survey to determine which are the leading brands. To get to a working basis for this angle the country was divided into districts. In these districts it was found that the leading brands, listed in order of rank, are as follows:

North East Division—Calo, Mankind, Ken-L-Ration, Milk-Bone, Vitamont.

Middle Atlantic Division-Ken-L-Ration,

Calo, Vitamont, Doggie Dinner, Milk Bone,

South Atlantic Division-Calo, Du-Ration, Strongheart, Ken-L-Ration, Spot.

East South Central Division—Calo, Ken-L-Ration, Doggie Dinner, Vigo, Blue Ribbon.

East North Central Division—Ken-L-Ration, Doggie Dinner, Vitamont, Calo, Rival.

West South Central Division-Vigo, Vitamont, Calo, Wonder, Ken-L-Ration.

West North Central Division—Ken-L-Ration, Doyle's, Vigo, Doggie Dinner, Champion.

Mountain Division—Calo, Mankind, Ken-L-Ration, Golden.

Pacific Division-Vitamont, Dr. Ross, Marco, Calo, Ken-L-Ration.

Uses of the Survey

Questions were asked to determine what percentage of the buyers asked for their dog food by brand name. Some stores said 100 per cent, others 90 and 80 per cent. A few said only 25 per cent. If this means anything to the manufacturer he can make a further study of the report. The figures are there.

The report gives statistics on the number of brands carried. Some stores specialize on a single brand. Others offer a considerable choice. Chains often push favored brands.

In Brooklyn, for example, it was revealed that 17 brands were found in 56 independent grocery stores; 7 in 7 voluntary chain groceries; 10 in 8 chain groceries; 17 in 52 delicatessens.

The tables indicate whether the de-

mand in each city is increasing, steady or decreasing. The study is a wealth of information for the manufacturer who may wish to analyze the market. It is pointed out that he can make use of it for the following purposes:

1. To set sales quotas.

2. To allocate his advertising appropriation.

3. To check the effectiveness of past advertising and sales effort.

4. To determine what territories to cultivate.

Factors in Sales Index

The purchasing power of a city, in terms of dog foods, resulting in a potential sales index figure, is arrived at by certain arithmetical processes which include:

1. The urban population,

2. Income tax returns,

3. Passenger cars in use,

4. Savings bank deposits.

One probably will rise instantly to ask, "Why not the dog licenses?" The answer is that some cities enforce their dog license laws while others do not. The variable of the dog license per dog excludes that as a reasonable test. These others, it is contended, are much truer.

After much study, the above listed factors, it is claimed, have proved surprisingly accurate in making a market forecast for this particular item. In other studies of other articles far different factors are of necessity selected.



Bauer & Black believes in concentrated promotion and uses the occasion of National First Aid Week—March 11-17—to serve as a specific advertising and promotion drive. Included will be full-page color advertisements in the Saturday Evening Postwindow displays, counter displays and mass displays of merchandise.

FOR EACH SUNDAY

IN

JANUARY

THE

NET PAID CIRCULATION

OF THE

SUNDAY IN NEWS

NEW YORK'S PICTURE NEWSPAPER

EXCEEDED

THIS IS BY FAR THE LARGEST CIRCULATION EVER ATTAINED BY ANY NEWSPAPER IN AMERICA

FEBRUARY 15, 1934

[149]



Boxes within Boxes: The twenty-one units of the GF display, so constructed that many of them may be nested within one another, can be packed into one 7' x 3' x 3' case. Two men can easily carry the packed case, one can cope with it once it has been delivered to the exhibition hall.

GF Takes Exhibits out of the "Damned Nuisance" Category

To simplify the handling and construction of many exhibits and to economize on their costs, E. T. Sajous, sales promotion manager for General Foods, has evolved a compact combination of standard units which will supply materials for a small or a large exhibit, and for one line or the complete family of General Foods products.

Each year General Foods takes part in a number of food shows, usually held by state or local grocery associations. Also its sales force is often called upon to erect and handle booths tying up with department store anniversaries, or special demonstration shows in theatre lobbies or church basements. Besides these show activities there are four or five major shows yearly, such as the Annual Hotel Show and that of the National Retail Grocers Convention.

This variety of shows involves exhibit spaces as small as 8 feet wide and as large as 24 feet or larger. Sometimes only a few General Foods products are featured. At other shows the whole line must be presented. Many of the shows are far away from executive offices and too small to warrant sending an executive to superintend construction and installation of a display. The majority of exhibits are handled by the district offices with one or more retail salesmen being on the job to follow through. These salesmen naturally vary in ability as booth showmen and decorators. It could not be expected that the men could qualify as display or exhibition experts. Consequently some booths turned out to be below the standard becoming to the GF name. Moreover, design and construction of a booth always involved varying expenditures, a great deal of time, thought and effort on the part of the salesman and a good deal of anxiety as to how it might turn out.

To solve all these difficulties the sales promotion department constructed ten simple units, identical in size and content, but varying in color scheme. Four units are at the disposal of the Eastern and Western divisions and two will serve the Pacific Coast. By taking advantage of the nested box idea, the complete unit when packed is only seven feet long, three feet wide and three feet thick, contained in a very secure packing case. It can be easily moved by two porters and, once in the exhibit hall at the booth space, can be handled by one man.

Each packing case contains twentyone pieces, many of which are boxes
which fit into each other. The outside cover is a four section panel that
is hinged both ways and can be used
horizontally or vertically. Certain of
the boxes are knockdown. Others are
secure enough to carry several sets of
shelves. The permutations and combinations of this series of boxes,
shelves and counters are almost limitless and the materials can be made to
fit the smallest or largest booth.

Finished in two colors on the outside, the reverse side is in a complementary color scheme. Thus the variety of color effects tends to help the appearance of the whole. Made out of wood, well constructed and dowelled, each portion of the booth is enameled and varnished so well that finger marks can be easily washed off. It is expected that each unit will last for two years, after which a new set with new color schemes will undoubtedly be developed.

Summed up, this multiform display booth serves in three ways:

- (1) It relieves the salesmen of the bothersome work of constructing and decorating a booth "from the ground up."
- (2) It guarantees an attractive booth no matter what the size or type of show and a more attractive one than can be made by the average salesman who is not a display man.
- (3) It is expected to save much money in actual booth construction and decoration costs.

N. Y. American Sponsors National Philatelic Show

When J. A. Finneran, classified advertising manager, and E. L. Pollock, stamp editor of the New York American, put their heads together three months ago they conceived what has proved to be a whopper of an idea.

Now holding forth on an entire floor and a half of RCA building (world's largest) in Rockefeller Center, New York, is the National Stamp Exhibit, with some \$10,000,000 of choice specimens put together with the aid of 40 philatelic societies throughout the country. Four stamps shown are said to be worth \$30,000 between them, and there are 425 frames, each four feet by five, full of stamps of varying worth and interest.

At the opening last Saturday Post-master-General Farley and Mayor La Guardia of New York broadcast nationally, and a philatelic message from President Roosevelt (somewhat of a stamp collector himself, as we remember) was read before the multitudes. The Postoffice Department printed a special issue of "Little America" stamps, with an appropriate legend about the exhibit, for sale only there.

And the American last Sunday issued an eight-page stamp section.

Eastman Kodak Increases Ads

Eastman Kodak Company plans to spend twice as much for magazine advertising space in 1934 as in 1933. Expenditure for display material will be boosted 26 per cent. Increased publicity, directed at the public, is separate from the appropriation for trade advertising, which will be 43 per cent higher this year.

The power that won millions of friends for Charlie Chan...

... Made Arrow America's favorite shirt



CHARLIE CHAN was a superior detective. But not until he walked the pages of The Saturday Evening Post did all America come to know and quote and enjoy him.

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The Arrow Collar man wore superior collars. But not until he wore them in The Saturday Evening Post did all America come to buy and recommend and depend on them.

For thirty-four years 64.2% of the Cluett-Peabody Company's magazine advertising has appeared in The Saturday Evening Post. Post readers have seen, remembered, bought Arrow Collars and Arrow Shirts.

For the Post is an American institution. It is unique in its power to make nationally known "characters" of the people in its fiction—and to give national character to any worthy product or service in its advertising.

AND THE MAKERS OF ARROW SHIRTS SAY THIS:

"Arrow Collar advertising has appeared in The Saturday Evening Post ever since 1900.

"Our Arrow Collar man must be as familiar a figure to millions of Post readers as Mr. Tutt or Florian Slappey or Cappy Ricks or any of the many characters the Post has brought to life. And the Post readers have become equally familiar figures at the Arrow Collar counters. "When several years ago we decided to attach shirts to Arrow Collars, we faced little of the grief a manufacturer of a new product usually goes through. For our market was waiting—we had but to announce Arrow Shirts to the friends of Charlie Chan, the friends of Andy Burnett, the friends of the Arrow Collar man in the pages of The Saturday Evening Post."

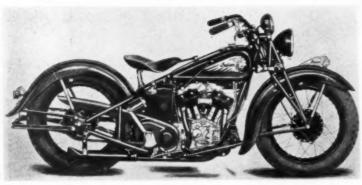
THE POWER THAT BRINGS NATIONAL REPUTATION TO AUTHORS AND LIFE TO THEIR CHARACTERS IS THE SAME POWER THAT GIVES NATIONAL REPUTATION TO ADVERTISERS AND LIFE TO THEIR TRADE

THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

Streamline No. 1: More than likely Lurelle Guild was thinking of a streamlined projectile when he designed this "tall boy shaker" for International Silver Company. It's one of a new line of gift wares introduced at a preview held in New York last week. A new departure: each piece will be "signed" by the designer as well as identified with the usual International trade-mark. Prices on the new line will be "well within the reach of limited—but critical—pocketbooks."

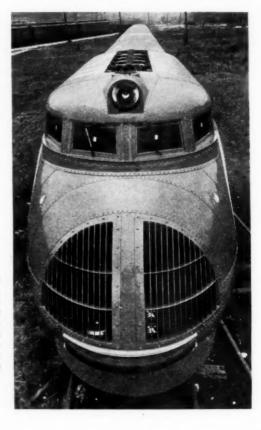
Designing to Sell



Streamline No. 2: "Sport Scout," just introduced by Indian Motorcycle Company, shows the same influences which made this year's auto show a talked-about event. It even has a lighted instrument panel. James A. Wright, sales manager, reports a "distinct uplift" in the motorcycle business through government and police orders, and a 21 per cent increase in the sports use of motorcycles in the United States.

Streamline No. 3: "The train of tomorrow—today" Union Pacific proudly calls this latest version of the rail express. Speed of 110 miles an hour, light weight, super-brakes that prevent starting unless they are working properly will interest the mechanically minded. The average passenger will be more concerned with provisions for his riding comfort. He is not forgotten: air-conditioning, dust and draft-proof cars, shatter-proof windows that remove sun glare and individual tables for dining and writing are interior innovations. A buffet kitchen in the last car serves meals.

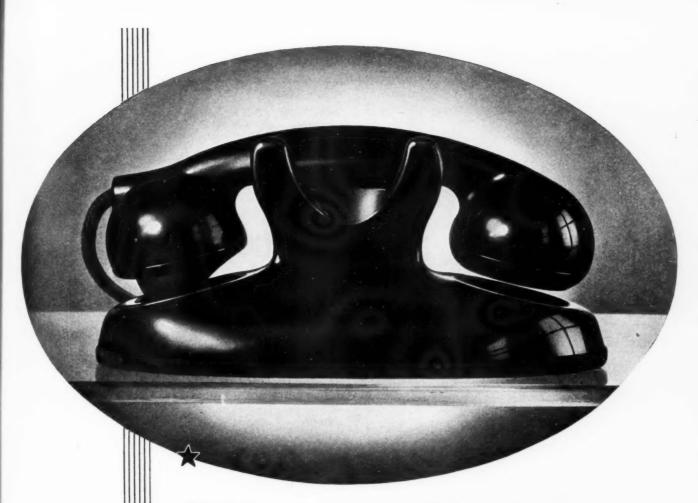






Streamline No. 4: First shown at the Century of Progress, Texaco's torpedo tank truck brought forth considerable oh's and ah's from conservative automobile designers. Howard W. (Zip) Kizer, Texaco superintendent of motor equipment, developed it and patented many of the unusual details. The motor is in the rear; it has a capacity of 1,500 gallons, though you might not think it; and compressed air controls brakes and accelerator. Before going into regular service, the truck will be driven through the Rocky Mountains and the Southwestern deserts.

SALES MANAGEMENT



Stream-lined...

... of Bakelite Molded to conform to the current trend in product design

IN THE MASTERPHONE, the Kellogg Co. aimed to produce a desk set that would excel in efficiency, and also be most pleasing in appearance. An important factor in attaining this objective was the use of Bakelite Molded for base and hand set.

The entire base, including cradle, is formed of Bakelite Molded in one piece. The hand set, too, is formed of the same material in one piece, except for the rings which hold the removable mouth piece and transmitter in place. The permanent luster and fadeless black of Bakelite Molded contribute in no small measure to the beauty of the instrument.

Because of the beauty of Bakelite Molded, the many attractive colors available, and the accuracy with which the designers' models may be produced, it is being used for improving the appearance and increasing the saleability of innumerable products. Our engineers would be glad to consult with you about the sales promoting possibilities of Bakelite Molded for your own product. We also invite you to write for our interesting and profusely illustrated booklet 26M, "Bakelite Molded."

★MASTERPHONE with both stand and hand set of Bakelite Molded. A product of Kellogg Switchboard & Supply Co., Chicago, Ill.

BAKELITE CORPORATION, 247 Park Avenue, New York, N.Y....43 East Ohio Street, Chicago, Ill. BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

BAKELITE

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THE MATERIAL OF A THOUSAND USES

DESIGNING TO SELL



Hygienic Sampler: A new wrinkle in the design of sales helps, Lenthéric's "Lipstick Selector", has gone into 500 of the leading drug and department store outlets. Four shades of lipsticks are arranged in a row. A jar holds small pads of paper on which a damsel may smear a sample, apply it to her lips with a fingertip, view the effect. If she doesn't like the shade, she removes said sample with complexion lotion (also part of the unit), tries another. "It eliminates the hazard of buying a lipstick on speculation," says Lenthéric. (See page 139.)



Pipe-filling Robot: A tobacco humidor designed with the laziest of smokers in mind is sponsored by the Humi-Stoker Manufacturing Company, Denver, Colorado. A twist of the knob fills the pipe bowl "with tobacco compressed sufficiently to yield a perfect draft." The device provides room for cigarettes, matches and additional pipes. There are several different models, selling from \$6.50 up.

Redesigning to Sell: (Below) Malt-o-Egg used to be sold largely on recommendation of physicians. Then Benjamin Titman, one-time president of Van Camp's, decided it was a shame to hide the light of such a good product under a bushel, so he revamped the entire marketing plan and laid siege to drug and grocery outlets in Metropolitan New York. First step was the creation of a can which would attract attention, emphasize the leading sales points, and embody a type of pack new to malted foods ("Vitapack"). Here you see the new can contrasted with the old, and you can guess which is which. (See story on page 156.)







Transit Insurance: (Left)
To prevent tampering in transit with liquors and wines, Stanley Works, New Britain, Connecticut, has developed a "Pilferstop" steel binding. "Pilferstop" can be used only once. The band cannot be cut off and reapplied, since, when cut, it automatically becomes too short. Sounds like leger-demain, but it works just that way. Use of color and company name gives advertising value in a medium heretofore undiscovered.



Protected Spices: To assure housewives of getting real "nutmeggy" nutmeg, and real "clovey" cloves, and not something that brings only the ghost of the flavor of its former self, Hanley & Kinsella are pioneering with a new vacuum pack for their line of spices. To introduce it, salesmen carry this attractive sample kit.



FOR centuries, this bird didn't use its wings.
When it had to (to survive) it couldn't.

Have you been using your package as a sales weapon? From now on you'll need to. Better be sure it's adequate.

Already the contest for consumer favor is being waged with packages—shrewdly conceived, expertly designed, by those who know consumers and what will make them buy. Already, hundreds of manufacturers have discovered that their packages can be a vigorous merchandising force.

Today a good product in an out-of-date package faces a serious handicap. From a sales standpoint, the new technique of packaging is too important to ignore.

Perhaps you have not discovered the full sales possibilities in packaging. We urge you to do so now at the American Can Company office near you. The same vision, resourcefulness, and skill which have made possible so many sales making packages are available to you at Canco without obligation or cost.

AMERICAN CAN COMPANY 230 PARK AVENUE . NEW YORK CANCED

3,500 Outlets in New York in 5 Months for Malt-o-Egg

H OW does a "limited market" specialty go about the job of broadening its appeal so that it can develop distribution as

a staple?
Malt-o-Egg, originally sold as a medical product, has popularized itself in five months in the New York market. A well integrated merchandising plan, backed up with newspaper advertising, gave the product brand identity and opened 3,500 drug and grocery outlets in the initial period.

Doning Food Products, Inc., of Boston, some years ago developed a pure egg malted milk which sold through a few drug stores in the East on the recommendation of physicians who thought its vitamin and food values beneficial to certain patients. Then Benjamin Titman, for some years an important factor in the food industry, saw the possibilities in this product as a national popular seller in competition with the many malted drinks on the market, so he bought the formula and proceeded to prepare the product for more general sale. With the help of Raymond Levy, executive vice-president of the Thomas M. Bowers Advertising Agency, a complete merchandising and advertising campaign was planned.

Pre-testing Package Design

First step was a new package. With no extra cost for lithography (the original can was a three-color job) four new three-color designs were developed and tested in eleven stores. Dummy cans were prominently placed on the counters in four stores, and on the shelves in seven stores. At times when the stores were not crowded, investigators watched the public's reaction on three counts:

(1) How many persons' attention was directed to the cans?

(2) How many persons, when the four cans were on the counter, picked up any can, and which one?

(3) How many persons asked the grocer about the product?

This test (which cost only about fifty dollars) proved that one design outpulled the others by eight to one. (See illustration on page 154.) To add to the selling value of the winning design, which dramatizes the egg content and the health value of the product, it was decided to pack the product in vacuum cans and feature this value under the name "Vitapack Process."

With the packages settled, the sec-

ond step in the merchandising plan was to secure limited distribution with a skeleton sales force in about 150 stores and watch sales to establish rate of turnover. This distribution was obtained with only three salesmen. One of these, who had never sold food before but who knew the drug store business, operated in Brooklyn on a simple plan. He went to a few doctors in a given neighborhood and explained the product to them. Once he had secured their favorable reaction he visited the drug stores in that neighborhood, told the druggists what the doctors said about the product, and asked for a trial order. method he not only opened his share of the initial 150 outlets, but has since sold a total of 600 drug retailers.

Spurred on by the high rate of turnover, a newspaper advertising campaign was outlined. Advance proofs were put in salesmen's portfolios. With these Titman and his vice-president, Bernard Hennick, won distribution in chains such as A. & P., Whelan and Reeves. The skeleton sales force of five men covered independents.

As a result, the number of retail outlets was substantially increased. When more than 2,000 stores had been stocked the newspaper advertising campaign was released.

The first eight-weeks' campaign (still current) consists of insertions not less than once a week in the following New York newspapers: New Yorker Staats Zeitung and Herold,



Newspaper advertising, well merchandised, jumped turnover in stores carrying Malt-o-Egg and opened hundreds of new outlets in a few weeks' time. Note that the newspaper logotype echoes the logotype on the can.

Daily News, World-Telegram, Sun and Sunday Times Magazine. The results of this advertising were sev. eral. Stores over the city received calls for the product and asked their jobbers for it. Jobbers began to order stocks. Large outlets like Gimbel's and Bloomingdale's wanted to take the product on. A check showed that two weeks of the newspaper advertising increased the turnover in stores already carrying the product by an average of 200 per cent. The merchandising departments of the newspapers carrying the campaign began to pave the way for Malt-o-Egg salesmen with the result that a progressively higher proportion of sales calls was turned into orders. Merchandising men for the New Yorker Staats Zeitung actually brought in orders. From January 29 to February 2, that newspaper's field force made 288 calls at random, found two stores already stocking the product, and received orders from 43 stores.

Point-of-Sale Promotion

A notable part of the merchandising plan was the promotion through soda fountains. The Whelan drug chain featured the product at their fountains with special displays. Sales at the fountain at 15 cents per drink acted as a perfect sampling medium. Sales at the drug counter aided by the fountain sampling, were so successful in the New York City test that Whelan stores throughout the United States are now featuring Malt-o-Egg at both fountain and drug counter.

To support the newspaper advertising, about two thousand counter cards have been distributed. Window streamers, one for grocers and one for fountains, are now being prepared for all outlets which will use them. A million 6-page folders which tie up with the advertising campaign and the display material have been supplied to stores for counter distribution.

Since the first steps in the campaign, sales have consistently been running ahead of quota. At the present time about 3,500 outlets are handling the product in the Metropolitan New York area. Only one case of price cutting has appeared despite the fact that Malt-o-Egg sells for 45 cents in competition with the majority of the malted milks which range in price between 27 and 39 cents.

The sales results on repeat orders have insured continuation of the advertising. Territories to follow New York will be neighborhood states commencing with New Jersey, Connecticut and Pennsylvania, to be followed by Boston, where distribution is already under way.

Buggy Wheels and Detroit Motors



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IN the frenzied days of late 1929, a financial editor wrote that Wall Street by its action in dumping motor stocks had decided the country was going back to horses and buggies.

Wall Street now has reversed its decision and motor shares are prime favorites. Detroit for once agrees with Wall Street. When 325,000 men are employed in the Automobile factories of the Detroit trading area, alone; when 75,000 who were jobless a year ago are on motor companies' payrolls now and 1934 estimates of production run from 3,000,000 to 3,500,000 cars; when Ford has the biggest schedule in four years, and Chrysler production is at a new high and when General Motors carries a payroll of 158,000 men, 33,000 more than a year ago—is it not time to consider the exceptional opportunity offered by the Detroit Market?

Once more Detroit is leading the country back to prosperity. Share in it by concentrating in America's fourth market.

Detroit offers two good reasons why you should be advertising here:

- 1. Rising prosperity
- 2. Easy, economical coverage

The first reason has been covered. The second reason is The Detroit News. This newspaper owned and published by Detroiters for Detroit homes gives you entrance to nearly three-quarters of the better than average homes in Detroit.

The News has the largest circulation weekdays or Sundays in America's fourth city where 76% of the circulation is delivered by exclusive carriers direct to the homes. You



can sell your product to people who have money to buy by concentrating in the newspaper that sells the goods for Detroit stores. The News prints more advertising than both other Detroit papers combined. Ride in on a rising market with The Detroit News.

The Detroit News

THE HOME NEWSPAPER

New York Representative
I. A. KLEIN, Inc., 50 E. 42nd St.

Chicago Representative J. E. LUTZ, 180 No. Michigan Ave.

MEMBER MAJOR MARKET AND METROPOLITAN SUNDAY NEWSPAPERS

Products Lost in Re-manufacture Seek Identity with Consumers

ANUFACTURERS who render a service in process of re-manufacture or who make a product whose identity is totally lost when the finished goods gets to the consumer are tired of being anonymous. Many of them feel that there is an opportunity to certify to the consumer certain qualities in finished products which will help to establish in the mind of the final buyer certain values which are not apparent to the eye.

So they are attempting to follow their product through its various remanufacturing processes and to get the final producer link in the chain to tag, or stamp, or otherwise identify the source of such "lost" goods or services. Two good cases in point are the current activities of Tubize-Chatillon, makers of rayon yarns, and the United Piece Dye Works, who dye fabrics largely for wearing apparel.

To Banish Distrust in Rayon

To establish the name "Chardonize" with consumers, and to aid in breaking down some of the prejudice that has grown up in the minds of women concerning rayon, the Tubize Chatillon Corporation is embarking upon a new type of marketing and advertising programs. The campaign will revolve around a series of tests made by Good Housekeeping Institute of finished garments made of Chardonize, and identification will be established by a seal attached to each piece of underwear.

While rayon sales reached a peak for the industry last year, all concerns manufacturing either yarns or finished rayon garments have one important common problem: so much shoddy rayon goods was thrown upon the market during the early operations of the industry, which, through poor fit, faulty sizing, and cheapened construction, proved disappointing in wearing qualities, that many women now look with some distrust upon any rayon product. While notable advances have since been made in the production of both yarns and fabrics of rayon, the public has little knowledge of what constitutes value and little basis upon which to judge poor versus good merchandise. Even men of wide experience in the handling and manufacture of fabrics are unable to judge accurately the differences between various rayon fabrics or between rayon and true silks. The consumer problem, therefore, is a serious one.



Tubize is testing out a plan for identifying finished garments made of Chardonize, by means of this sticker—the original is about as third as large as this reproduction. Below: United Piece Dye Works invents a tag directed at the solution of the same basic sales problem.



Last summer Tubize approached Good Housekeeping Institute with the request that they test some of their own Chardonize garments for their consumer value. (In addition to the manufacture of yarns, Tubize now owns two mills which weave fabrics and make finished garments.) Such tests were made—tests covering wearing qualities, laundering and ironing, bursting strength, and so forth. Results showed that the garments stood up so well that they warranted a guarantee.

By way of capitalizing upon the value of the Good Housekeeping guarantee, Tubize decided to try out a plan for identifying finished garments made of Chardonize. A dozen or so of the leading manufacturers who use Chardonize yarns in the manufacture of women's undergarments were invited

to participate. Underwear made by them will be submitted to Good House-keeping Institute for tests similar to those previously made, and, if passed by the Institute, these manufacturers will be privileged to use the seal (reproduced on this page) which reads, "Made of Chardonize yarn. Wearing qualities laboratory checked and guaranteed as advertised in Good House-keeping." Advertising in Good House-keeping magazine will carry the story to the consumer, while trade paper advertising will be used to reach department stores, specialty shops, and other outlets.

Dyers Have Harder Problem

To prevent misuse of the seal, a code system has been devised by which it will be possible immediately to identify a garment which is not entitled to the guarantee-seals are made up in different colors, and on different types of paper. Manufacturers participating will purchase the seals from Tubize, and a careful check will be maintained to see that the number of seals furnished is in direct proportion to the amount of Chardonize yarn purchased. The underwear manufacturers are being asked to furnish lists of retailers handling their goods so that Tubize can check, from time to time, to see that the guarantee is being properly used.

A special bulletin for the use of manufacturers' salesmen is furnished by the Tubize Chatillon Corporation, carrying news and information which these men will need to tell the proper story to retailers handling the guaranteed lines.

United Piece Dye Works, having a smaller stake (financially speaking) in the finished garment than a yarn maker has, is getting a plan under way through which garment manufacturers will attach a tag like the one reproduced on this page. A bare two months old, the plan has not proceeded far enough to develop anything concrete in the way of results, but has aroused some interest in the trade.

Two complications arise in their case: the difficulty of bridging the gap between their contact with the converter or piece goods house, to reach the manufacturer who makes the materials into dresses. Second difficulty arises out of the fact that dresses and other garments not only have to carry an NRA label, but often some sort of label bearing the retailer's name-perhaps even a third tag or label of some other "middleman" who also wants to get his name over to the consumer. How keep the finished dress from looking like a Christmas tree? How preserve the dress manufacturer's coopera-

Announcing Market Surveys in Each 1934 Issue

In December, Sales Management contracted with Ross Federal Service, Inc., to make one spot market survey a month for 1934 issues.

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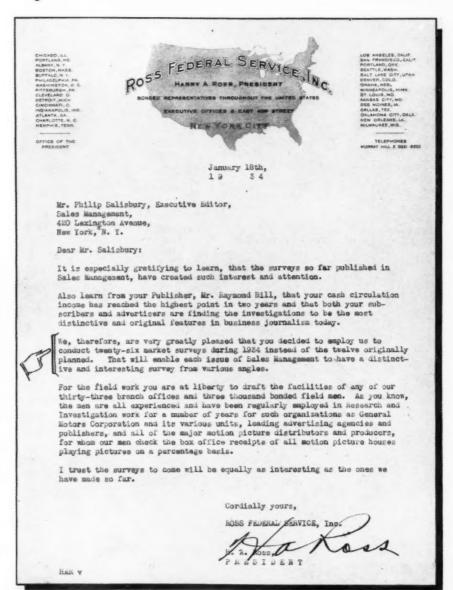
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The Drug and Grocery surveys, published in January issues, brought such an extraordinary response in the form of complimentary letters, new subscriptions and extra-copy sales, that we have commissioned Ross Federal to conduct twenty-six during the year.



What Survey Subjects Are of Greatest Interest to You?

We want your suggestions . . . There are no limits . . . topically or geographically THE EDITORS OF Sales Management

LETTER At least, not until you've digested the new ideas contained in "Leverage for Letters." For this is a bookful of suggestions that should make your letters doubly effective. Neenah Paper Company has for many years helped letter writers bysupplying fine, impressive rag-content bond papers. Now it offers ideas about a new use of letterheads. An executive may obtain a copy of this book by requesting it on his business letterhead. Neenah Paper Company, Neenah, Wis.



The best papers are made from rags, Identify rag-content quality by the Neenah Owl watermark appearing in the following brands, which constitute a range of grades and prices suitable for all business needs:

| Old Council Tree Bond | 100% | Rag | Chieftain Bond | | | 50% | Ra |
|-----------------------|------|-----|----------------|--|--|-----|----|
| Success Bond | 75% | Rag | Neenah Bond. | | | 50% | Ra |
| Conference Bond | 65% | Rog | Glacier Bond . | | | 25% | Ra |

tion when the tag business gets so complicated it constitutes a nuisance? These are problems yet to be solved.

The need, however, for such identification is acute, since yarn makers and

The need, however, for such identification is acute, since yarn makers and dyers and weavers and other such behind-the-scenes manufacturers are all faced with goodly measures of cheap competition. Many recognize, therefore, the potency of getting a name embedded in the public consciousness so that it adds sales value to finished goods in the eyes of the consumer—a perfect problem for advertising to solve.

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King & Andrews Organized For Complete Selling Job

King & Andrews, Inc., with John S. King as president, has been incorporated in Cleveland to handle sales of automotive, hardware and mill supply products. The company will undertake sales direction, organize exclusive representatives to sell to jobbers and aid in merchandise promotion from jobber to dealer.

A separate division of K & A will provide counsel and service on packaging, cataloguing, discounts and distribution. National and foreign export distribution will be under separate departments.

Mr. King, former head of King & Wiley, advertising agency, and sales manager of the jobbing division of the Weatherhead Company, will direct the sales force. John T. McQuillin will assist him.

Advertising Federation Sponsors Radio Talks

Some 200 radio stations in as many cities began the broadcast of a series of fifteen "Short Talks on Advertising," through the cooperation of the Bureau of Research and Education of the Advertising Federation of America, this week.

These weekly talks are intended to cover the service value of advertising to consumers and stress the importance of advertising in business recovery.

BOND

Alfred T. Falk, director of the Bureau, plans to syndicate the radio material ir revised form for newspapers and magazines. Last year, more than 500 publications published a similar series.

Hills Bros. "Joins" D.A.R.

HILLS BROS. COMPANY is putting Dromedary Gingerbread Mix into national distribution. The recipe is one of Mary Bell Washington's, the First President's mother, and is copyrighted by the D.A.R. The Society's insignia will be on the package. Tip to Coca-Cola: Get the W.C.T.U. to place its emblem on your bottles.

Sales Letters

BY MAXWELL DROKE

Pre-Justification, Not Apology, Puts over Price in Letter

From time to time I have commented in this department upon the handling of price in routine letters. But just now there is so much interest in this subject that I venture again to touch lightly upon the theme. Whether price is to be headlined or sub-dued depends, obviously, upon whether it is an asset or an obstacle. If, let us say, you are offering a job lot of lead pencils at a bargain price of twenty-two cents a

dozen, the smartest move you can make is to headline this fact in the opening sentence of your let-In this case, price itself becomes news-the most important news you have to impart.

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There are a good many cases, to be sure, where such policy would be fatal, but under no circumstances do countenance the cowardly practice of



When you apologize for the price, actually or by implication, your cause is lost. Just the other day, I ran across a which began something like this: In reply to your recent inquiry, we are pleased to quote a price of \$ —, on

—. We realize that this price may appear rather high to you, but——." And then the writer proceeded at great length to justify the price. The trouble here is at the justifying should have been done before the price was quoted, and then, at the proper point, the price could be revealed without apology. When the prospect's reaction to price is unfavorable, the chances are we have failed to do our part in presenting price at the right time, in the right way.

"Stripper's" Technique for Direct Mail Advertising

I think it might be well for all merchandising men to attend a performance of a dising men to attend a performance of a burlesque show at least once a year. It is a good place to study, shall we say technique? The burlesque queens are continually threatening to reveal a great deal—and never quite getting around to it. (I understand that the Saturday midnight shows are a bit more—er—but so far I haven't found time to attend one.)

At any rate, the point I am making is

At any rate, the point I am making is that in going out after inquiries, we often tell our story so completely that the prospect's curiosity is appeased and he, or she, has no impelling urge to continue the next installment. I am reminded of this point by an experience of a few months ago. A merchandiser came to me with the com-plaint that he was not getting a sufficient number of inquiries. I found that he was

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

sending a letter, and an elaborate booklet, together with a postcard which, when mailed, would bring a sample of the product. I suggested that he give the book an inriguing title, eliminate it from the initial mailing, and offer to send the book and sample upon request. The result was an immediate and marked increase in the number of replies. The old burlesque game of giving a little less, and promising a little more, worked to perfection.

Attention Won!-by "Personal Touch" that's Really Personal

W. R. Flourney, sales manager of Morse & Rogers, the New York branch of the In-ternational Shoe Company, was telling me the other day of a plan he had used to add a personal touch to letters announcing the Spring line. I thought it very effective. He divided his customers into two groups those who had given the house more ness than in the preceding year, and those from whom he had received a smaller vol-ume. Letters were phrased to meet both situations. For example, the opening paragraph for those in the first classification

"We are pleased to note that you are among those dealers to whom we shipped more shoes in 1933 than in 1932. Our shipments to you during the past year were

The letter then proceeded to thank the merchant for his liberal patronage, and to express confidence that the new Spring line would merit his continued interest. Mer-chants in the second classification received a somewhat similar letter, but with em-phasis placed upon the confident belief that the new line would merit a more extensive patronage than heretofore.

This personal touch gained genuine interest for the letters at practically no added cost. The letters were processed and the individual figures filled in with the address and salutation.

Collection Letter Recipe: Tact, Persistence and Pressure

One of my correspondents brings up an interesting point as to the proper number of letters in a collection series. This is. of course, one of those situations to which no general answer will apply. A great deal depends upon trade customs, past experience with the debtor, and other factors too numerous to outline here. A book could be written, and indeed several have been written, upon this theme. In general, however, I am very firmly convinced that most collection-letter programs are neither as in-tensive nor as extensive as they might well This is due, in a measure at least, to the almost universal practice of leaning upon the monthly statement as a collection instrument. Unfortunately many creditors -small merchants and manufacturers, particularly—give little or no attention to col-lections except at those infrequent intervals when they get around to the task of making up statements. Thus, almost before they realize it, an account may become sixty or ninety days past due. When finally they ninety days past due. When finally they wake up to the fact that something should be done to prod this particular debtor, they find that they have a chronic collection case on their hands.

On the whole, the mail-order houses, handling thousands of small accounts, are the most constructive collectors. They have to be! They start the collection program early, with gentle memory joggers, and keep right at it, persistently and consistently (usually spacing their letters at intervals of about ten days) until the money is re-ceived, or all hope abandoned.

But even in these cases, a change of pace usually is essential. After tactful and con-structive collection efforts have failed, a house or outside collection agency takes up the trail.

A Printer's Profitable Reminder -to Be Played with Variations

It is the simple little ideas that often pay the biggest dividends. A printer of my acquaintance keeps a sample of each letterhead or business card that he has produced. When he estimates that the customer's supby its running low, he attaches his sample to a brief note, soliciting a reprint. And in a majority of cases, he gets the order. This printer is smart enough to realize that the customer, left to his own devices, will usually wait until the stock is entirely ex-hausted, and then give a rush order to the first printer who happens to drop in. So, by a timely reminder, he clinches a profit-able reprint job that might otherwise go to a competitor.

Even in the Selling of Space There Can Be Something New

Rather clever idea used by the Household Magazine in a recent promotion letter. The opening paragraph read: "These seed, bulb and nursery advertisers are scheduled to run in *Household's* January and February issues": Then followed a list of some fifteen names, with the prospect's name heading the list. Naturally, the prospect's first reaction was, "Why, we are not using Household this month; must be some mistake!" However, closer observation re-vealed an asterisk after the name, which led to an explanatory postscript, "Order not received to date—but no news is good news, and we are still hoping." Rene Pepin, of the Household staff, assures us the letter got attention and sold advertising space.

The Spot-Light on Washington

Washington, February 9.

HE speed with which new laws were enacted under the first Roosevelt Congress and the unprecedented peace-time leeway granted to the executive branch of the government for the regulation of business have combined to produce a new commercial disease in America. For want of a more appropriate name, it may be called "New Deal Jitters." Every new code, executive order, administrative ruling, or proposed bill, judging from the financial columns of the press, contains a "threat" to one form of enterprise or another. In some cases, no doubt, some careful vigilance is necessary and justifiable but the record shows, thus far, that most of the apprehension over the new orders and clauses and decisions, et cetera, is nothing more than plain

Freedom of the Press

A typical case in point was the agitation raised by newspaper publishers over a so-called "threat" of censorship in the newspaper code. Obviously, there isn't a chance in a thousand that the courts would uphold any code which might include such a provision. Just the same, publishers got all excited about the possibility of NRA exercising some restriction over freedom of expression in the press and were not satisfied until a provision was promised which would guarantee that freedom. Once when newspapermen broached the subject to the President, he said: "Somebody's seeing things under the bed.'

But was such apprehension justified? one might ask. The significant thing was, however, that it occurred and it still occurs. It may be explained thus: earlier in the new Administration there was a strong belief (and many still nurse that belief) that we were rapidly headed for fascism. The transfer of so many important powers to the President and the great latitude given him under these powers made it not unreasonable to believe that a dictatorship was upon us. And that naturally led to the assumption that censorship and all other restrictions that fascism implies were imminent.

Roosevelt Conservative

What business men were to learn, though, was that the man at the White

House is essentially conservative, despite the apparent leftwardness of his tendencies (which is often more a bark than a bite), and that his con-servatism would effectively influence his entire Administration in the manner in which it performs its duties and administers its laws. They were to learn also that the President has no yen to be a dictator, that he firmly believes in the mandate of the people, and that he is first, last and always a realist. He may believe that certain radical changes may be desirable from a social standpoint but he must first be convinced of the soundness of such changes and whether the time is ripe for their execution.

"Threat" to Advertising

Another case in point is the alleged "threat" to advertising in the petroleum code. Only a couple of weeks ago there was claimed to be considerable anxiety on the part of advertisers regarding the clause prohibiting sales below cost in the oil code and a "threat" to advertising in general was concocted on the basis of this particular clause because it had been discovered that advertising is an element entering into costs. No doubt, the 'anxiety" of both publishers and advertisers had dissipated when Secretary Ickes, who is administrator of the petroleum code, stated that "there has never been the least intimation from me or any of my advisers that I would penalize advertisers of petroleum products" and that "it is a matter over which the Oil Administration has no jurisdiction whatever and in which it has never in any way meddled." Nevertheless, the remarkable thing is that some credence was given to the "threat". It is another example of the effect of the Roosevelt "revolution" on men's minds. We somehow expect anything.

The Tugwell Bill

It may seem difficult to reconcile White House politics with specific business policies. But let us take, for example, the pending pure food and drug bill. Originally it was known as the Tugwell bill. It was introduced to Congress under the conservative direction of Senator Copeland of New York, himself a radio speaker for a company whose claims for its product might be considerably toned down by

the bill. It then became the Copeland bill (legislatively). Then a similar bill was introduced in the House by Representative Loring Black of New York, which supposedly eliminated the objectionable features of the Copeland bill. And now comes the new (this week) Tugwell bill, which apparently routs Mr. Tugwell through softening the penal clauses about advertising copy, and gives power of review to a board made up of three representatives of the public and two each for advertisers and the Secretary of Agriculture.

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Thus, the identification of the name of Tugwell with the bill is being constantly pushed into the background. Observe also that Mr. Tugwell merely appeared at the beginning of the hearings on his bill last December before the Senate Commerce Committee, but that he did not testify. This is the Roosevelt way. He lets the opposition fire away, calms his men to hold their horses during the firing, makes a few concessions, then shoves his measure through in a way which would indicate there never had been any excitement about it at all. It was that way with the NRA bill; Ezekiel was the "goat" And it will be much the same with the Tugwell bill. The President says to his brain-trusters: "Leave it to me. I'll get it through." And he does.

As far as the advertising angle is concerned, the bill does what the Federal Trade Commission has been recommending for several years—prohibition of false claims because the claims are false and not merely, as the Clayton Act provides, because a competitor is injured thereby.

Far-reaching as the bill is, it is but the forerunner of a definite trend toward consumer protection from many fronts. The consumer boards in AAA and NRA may well be the nucleus of government supervision or guidance over standards, brands, grades, qualities of consumer goods. It means eventual adjustments in merchandising, marketing and advertising methods, with the benefits going to those alert to the changing public demands and who immediately conform to satisfy them.

It may seem a bitter pill to swallow but the experience with so-called revolutionary changes is that the apprehension is much worse than the taste. One thing is sure: the public will determine.

How Lentheric Wins Big Store Promotions

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(Continued from page 139)

odor called "Foret Vierge," redolent of woods, was displayed in the setting of pine trees and branches arranged in a harmony of soft greens and browns.

Like most of the other stores that used the flower promotion, Altman repeated the fresh flower theme in displays in the cosmetics department.

All of the stores used newspaper advertising on a cooperative basis to develop interest in the special event, and most of them featured items in the Lenthéric line other than the perfume during the same period. many cases florists were induced to furnish the necessary flowers without charge. Especially interesting is the extent to which the stores devoted window display space to the "Flower Plan" from four to nine windows were given over at one time. Periods of the promotions varied from three days to a Wherever it was possible to do so an executive from the home office of Lenthéric talked to the store's cosmetic saleswomen in advance of the promotion and gave them special instructions in the sales points of the various toiletries; otherwise the salesman in the territory handled the contact work.

Sales Up 60 Per Cent

In answer to the question, "Did such promotions pay?" Lenthéric reports that sales volume for the first half of last year was about on a par with the year before, but substantial increases were made during the period of the special promotions so that the year as a whole registered a 60 per cent gain over 1932.

The "flower promotions" will be continued this year. H. & S. Pogue, of Cincinnati, will feature Lenthéric perfumes from March 7 to 17; Kaufman's will run one during the week of April 16, and still another is scheduled for Frederick & Nelson, of Seattle, for April 20 to 23.

A new wrinkle in product tie-ups will soon be announced to the trade in the introduction by Belding-Heminway-Corticelli of six special and exclusive patterns of silks, the designs for which tie up with the six featured perfumes of Lenthéric. First joint promotion of the two lines is scheduled for Carson Pirie Scott, Chicago, February 26, 27 and 28. Six show windows will be devoted to it.

After several years of limited activity in advertising, Lenthéric will this year be back in magazines (Woman's Home Companion, Cos-

mopolitan, Photoplay, Red Book, Harper's Bazaar, Vogue, New Yorker), and will again use newspaper space in cooperation with leading retailers on the occasion of the special promotions. A manual for retail salespeople is under way.

Significant of a trend in the cosmetic industry is Lenthéric's expanding interest in the market among men. A special package for gift use, introduced before Christmas, combining shaving soap with after-shave talcum, aroused interest on the part of the trade, and new items for men are now coming into the sales picture. A number of the magazine advertisements scheduled for 1934 will feature men's preparations exclusively. Alert

to the fact that men, too, can be attracted by well designed containers, Lenthéric is currently introducing a new ivory white Plaskon package for its men's talcum powder. Wisely, this firm's line for men features odors essentially masculine — notably the "Foret Vierge," and an eau de cologne faintly redolent of lavender. The men's line is gaining its impetus principally through drug stores; gift items for men, through women's cosmetic departments in department stores.

Lenthéric operates on a semi-exclusive distribution policy, thus achieving a large measure of protection against price-cutting. In no case are two drug stores catering to the same limited area

given the line.



THE NATIONAL BREWERY MAGAZINE

Boone Study Provides Analysis of Spirituous Liquor Market in U. S.

of Sales Opportunities for Manufacturers and Distributors of Spirituous Liquors," the Rodney E. Boone Organization has just released a most useful and comprehensive analysis of liquor markets.

This study covers every state in the Union, plus the leading individual markets in each state, thereby providing not only a complete digest of the liquor situation as it exists today, but also statistical data which serve as a guide for determining sales and advertising quotas. In addition to being an operating sales analysis for company executives, it constitutes a working basis for direction of sales and sales promotion, because of the periodic revision which will be made by the publishers.

by the publishers.

The study itself presents conditions as they existed on January 1, 1934. The introductory section points out that the immediate market for spirituous liquors is not the United States, but about 60 per cent thereof, because 27 states are out completely and in the remaining 22 the liquor business is subject to a wide variety of state regulations, many of which are still in a state of flux. This status, it is pointed out, makes the marketing of liquor not susceptible economically to a uniform blanket or nation-wide type of marketing effort.

The study answers nearly every conceivable question about the liquor market, and should prove fully as valuable to makers of glassware, furniture and bar equipment as to the distributors of beverages. It is illustrated with many large-scale maps which clearly picture the variances in state liquor laws, the advertising restrictions, if any, the types of outlets allowed, etc.

In addition to the state breakdowns, the study presents the liquor picture in terms of individual markets of 100,000 population or more, with cost of representative newspaper advertising and the population reached. The table on this page is a section from one of many tables in the study.

This national study is supplemented on a custom basis by the Rodney E. Boone Organization with respect to the city markets served by the many Hearst newspapers, which the Boone Organization represents. The custom information includes a wealth of detail with respect to types of business which individual wholesalers are doing and much other pertinent material.

An Analysis of the U. S. Liquor Market in Terms of Trading Areas of Cities of 100,000 or More.

Group A-National Repeal Voted. State Liquor Sale Allowed After Appeal

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| NEW YORK | arket Area Population 1,091,815 516,549 243,583 438,471 557,305 1,015,833 3,374,512 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 163,842 | 70.4 3.3 1.5 2.8 3.5 6.4 | 20.2 .9 .4 .8 1.0 | of k B on Representative Li 2 (7) .9 (3) .4 (1) .8 (2) .0 (1) .9 (2) .2 (4) .6 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .5 (3) .6 (1) .7 (1) .2 (2) .8 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .3 (1) .7 (1) .3 (1) .7 (1) .3 (1) .5 (1) .5 (1) .5 (1) .5 (1) .5 (1) | \$ 4.687 .28 .07 .38 .16 .55 1.42 .16 .07 .95 .12 1.75 .11 | % of A & B on Representative List Sept. 30, 193; 20.2 (7) \$ 4.6875 2,310,224 .9 (3) .28 81,237 .4 (1) .07 21,414 .8 (2) .38 106,051 1.0 (1) .16 46,037 1.9 (2) .55 249,532 6.2 (4) 1.42 607,007 .6 (1) .16 47,850 .3 (1) .07 30,71628 8.5 (3) 1.75 893,364 .4 (1) .12 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 33,483 .4 (1) .12 31,299 .8 (1) .10 67,108 .1.2 (1) .24 127,962 .8 (1) .10 67,108 .1.2 (1) .36 121,503 |
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| Albany. Utica. Syracuse. Rochester. Buffalo. 1, PENNSYLVANIA Philadelphia. 3, Scranton. Erie. Pittsburgh. Reading. ILLINOIS Chicago. 4, Peoria. OOHIO Canton. Cincinnati. Columbus. Dayton. Toledo. Youngstown. Cleveland. CALIFORNIA Los Angeles. San Francisco. San Diego. MASSACHUSETTS Boston. Syringfield. Worcester. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. INDIANA Evansville. Fort Wayne. Indianapolis South Bend WISCONSIN Milwaukee. I, WASHINGTON Seattle. Spokane. Tacoma. MARYLAND Baltimore. CONNECTICUT Hartford. | 516,549 243,583 438,471 557,305 1,015,833 3,374,512 310,397 1,75,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 433,264 443,429 687,355 3,59,205 1,784,239 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 3.3 1.5 2.8 3.5 6.4 32.7 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .9 .8 1.0 1.9 6.2 .6 .3 3.1 .4 8.5 .4 1.8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .7 .3 .3 .3 4.1 .8 5.5 .9 .5 1.5 .5 | .9 (3) .4 (1) .8 (2) .0 (1) .9 (2) .2 (4) .6 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .5 (2) .8 (1) .2 (1) .8 (2) .9 (6) .4 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .3 (1) .7 (1) .3 (1) .7 (1) .3 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .28 .07 .38 .16 .55 1.42 .16 .07 .95 .12 1.75 .11 | .9 (3) .28 81,237 .4 (1) .07 21,414 .8 (2) .38 106,051 1.0 (1) .16 46,037 1.9 (2) .55 249,532 6.2 (4) 1.42 607,007 .6 (1) .16 147,850 .3 (1) .07 30,716 3.1 (2) .95 308,752 .4 (1) .12 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 133,483 .48 (2) .63 311,299 1.2 (1) .24 127,962 .8 (1) .10 67,108 1.2 (1) .36 121,503 .7 (1) .11 22,114 3.2 (2) .76 291,739 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,968 .4 (1) .14 \$27,07 5.0 (3) 1.50 780,530 .7 (1) .11 22,142 .3 (1) .10 28,891 .3 (1) .11 27,631 4.1 (2) 1.05 488,789 .8 (1) .10 .28 391 .3 (1) .11 27,631 4.1 (2) 1.05 488,789 .8 (1) .13 33,446 .59 (1) .08 28,801 .5 (1) .08 28,801 .5 (1) .08 28,801 .5 (1) .08 25,014 .5 (1) .08 25,014 |
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| Rochester. Buffalo. Buffalo. PENNSYLVANIA Philadelphia. Scranton. Erie. Pittsburgh. Reading. ILLINOIS Chicago. 4, Peoria. OOHIO Canton. Cincinnati. Columbus. Dayton. Toledo. Youngstown. Cleveland. CALIFORNIA Los Angeles. San Diego. MASSACHUSETTS Boston. San Diego. MASSACHUSETTS Boston. Springfield. Worcester. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. INDIANA Evansville. Fort Wayne. Indianapolis South Bend WISCONSIN Milwaukee. WASHINGTON Seattle. Spokane. Tacoma. MARYLAND Baltimore. CONNECTICUT Hartford. | 557,305 1015,833 1015,833 3,374,512 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.5 6.4 32.7 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 | 1.0 1.9 6.2 6.3 3.1 4 8.5 4 1.8 1.2 8 1.2 7 3.2 4.3 2.9 4 5.0 7 7 .7 .3 3 3 4.1 8 5 9 1.5 5 1.5 5 2.2 | .0 (1) .9 (2) .2 (4) .6 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .8 (2) .8 (1) .2 (1) .8 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .3 (1) .7 (1) .3 (1) .7 (1) .3 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .16 .55 1.42 .16 .07 .95 .12 1.75 .11 | 1.0 (1) .16 46,037 1.9 (2) .55 249,532 6.2 (4) 1.42 607,007 6.6 (1) .16 147,850 3 (1) .07 30,716 3.1 (2) .95 308,752 4 (1) .12 37,628 8.5 (3) 1.75 893,364 1.11 133,483 .4 |
| Buffalo | 1,015,833 1,015,833 1,015,833 1,015,833 1,015,12 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 277,430 847,817 293,358 1,226,113 499,187 353,529 | 6.4 32.7 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | 1.9 6.2 6.6 3.3 3.1 4 8.5 4 1.8 1.2 7 3.2 4.3 2.9 4 5.0 7 7 7 7 3 3 3 4.1 8 5 9 5 1.5 5 2.2 | .9 (2) .2 (4) .6 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .8 (1) .8 (1) .2 (2) .8 (1) .2 (2) .9 (6) .4 (1) .7 | .55 1.42 .16 .07 .95 .12 1.75 .11 .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 1.9 (2) .55 249,532 6.2 (4) 1.42 607,007 .6 (1) .16 ,47,850 .3 (1) .07 30,716 3.1 (2) .95 308,752 .4 (1) .12 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 13,33,483 .4 |
| PENNSYLVANIA Philadelphia 3, Scranton. Erie | 3,374,512 3,374,512 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 32.7 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 | 6.2 .6 .3 3.1 4 8.5 .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .7 .7 .7 .7 .7 .7 .7 .7 .3 .3 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 | .2 (4) .6 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .5 (2) .2 (1) .8 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .7 (1) .7 (1) .3 (1) .7 (1) .7 (1) .8 (1) .7 (1) .9 (6) .9 (7 (1) .9 (6) .9 (6) .9 (6) .9 (7 (1) .9 (1) .9 (1) .9 (1) .9 (1) .9 (1) .5 (1) .5 (1) | 1.42 .16 .07 .95 .12 1.75 .11 .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 | 1.9 (2) .55 249,532 6.2 (4) 1.42 607,007 .6 (1) .16 ,47,850 .3 (1) .07 30,716 3.1 (2) .95 308,752 .4 (1) .12 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 ,33,483 .4 1.8 (2) .63 311,299 1.2 (1) .24 127,962 .8 (1) .10 67,108 1.2 (1) .36 121,503 .7 (1) .11 22,142 3.2 (2) .76 291,739 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,968 .4 (1) .14 \$\frac{5}{2},707} 5.0 (3) 1.50 780,530 .7 (1) .08 \$\frac{1}{2},631 .7 (1) .08 \$\frac{1}{2},632 .7 (1) .14 45,721 .3 (1) .10 28,891 .3 (1) .11 27,631 4.1 (2) 1.05 488,789 .8 (1) .13 33,446 .59 (1) .08 28,801 .5 (1) .08 25,014 2.2 (2) .65 314,413 .9 (2) .52 176,603 |
| PENNSYLVANIA Philadelphia 3, Scranton. Erie. Pittsburgh 1, Reading. ILLINOIS Chicago. 4, Peoria. OHIO Canton. Cincinnati. Columbus. Dayton. Toledo. Youngstown. Cleveland. CALIFORNIA Los Angeles. 2, San Francisco. 1, San Diego. MASSACHUSETTS Boston. 2, Springfield. Worcester. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. INDIANA Evansville. Fort Wayne Indianapolis. South Bend WISCONSIN Milwaukee. 1, WASHINGTON Seattle. Spokane. Tacoma. MARYLAND Baltimore. 1, CONNECTICUT Hartford. | 3,374,512 3,374,512 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 | 6.2 .6 .3 3.1 .4 8.5 .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 .3 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 .5 | .2 (4) .6 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .5 (2) .2 (1) .8 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .7 (1) .7 (1) .3 (1) .7 (1) .7 (1) .8 (1) .7 (1) .9 (6) .9 (7 (1) .9 (6) .9 (6) .9 (6) .9 (7 (1) .9 (1) .9 (1) .9 (1) .9 (1) .9 (1) .5 (1) .5 (1) | 1.42 .16 .07 .95 .12 1.75 .11 .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 | 6.2 (4) 1.42 607,007 6 (1) .16 147,830 3 (1) .07 30,716 3.1 (2) .95 308,752 4 (1) .12 37,628 8.5 (3) 1.75 893,364 4 (1) .11 133,483 .4 1.8 (2) .63 311,299 1.2 (1) .24 127,962 8 (1) .10 67,108 1.2 (1) .36 121,503 .7 (1) .11 22,142 3.2 (2) .76 291,739 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,968 4 (1) .14 \$5,707 5.0 (3) 1.50 780,530 .7 (1) .08 16,204 .7 (1) .08 126,204 .7 (1) .10 28,891 .3 (1) .14 45,721 .3 (1) .11 27,631 4.1 (2) 1.05 488,789 .8 (1) .13 33,446 .5 .9 (1) .08 28,801 .5 (1) .12 44,109 .5 (1) .08 25,014 2.2 (2) .65 314,413 .9 (2) .52 176,603 |
| Philadelphia | 3,374,512 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 4639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 | .66 .3 3.1 .4 8.5 .4 1.8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .6 (1) .3 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .5 (2) .8 (1) .8 (1) .2 (2) .8 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 | .16 .07 .95 .12 1.75 .11 | .6 (1) .16 ,47,850 .3 (1) .07 30,716 .3.1 (2) .95 308,752 .4 (1) .12 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 13,3483 .4 |
| Scranton | 310,397 175,277 1,698,519 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 2,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.0 1.7 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 | .66 .3 3.1 .4 8.5 .4 1.8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .6 (1) .3 (1) .3 (1) .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .5 (2) .8 (1) .8 (1) .2 (2) .8 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 | .16 .07 .95 .12 1.75 .11 | .6 (1) .16 ,47,850 .3 (1) .07 30,716 .3.1 (2) .95 308,752 .4 (1) .12 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 13,3483 .4 |
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| Pittsburgh 1, Reading 1, Reading 1, Reading 1, Reading 1, Reading 1, Peoria 1, Peoria 1, Peoria 1, Peoria 1, Peoria 1, Peoria 1, Columbus 1, Dayton 1, Toledo 1, Youngstown 1, California 2, San Francisco 1, San Diego 1, San Diego 1, MASSACHUSETTS Boston 2, Springfield Worcester New Bedford Fall River 1, MICHIGAN 1, Fall River 1, MICHIGAN 2, Grand Rapids 1, Flint 1, INDIANA 1, Evansville 1, Fort Wayne 1, Indianapolis 1, South Bend 1, WISCONSIN 1, Milwaukee 1, WASHINGTON 1, Seattle 1, Spokane 1, Tacoma 1, MARYLAND 1, Baltimore 1, CONNECTICUT 1, Hartford 1, | 1,698,519 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 16.5 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 | 3.1 .4 8.5 .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .6 .7 .7 .7 .7 .7 .7 .7 .7 .7 .7 | .1 (2) .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .4 | .95 .12 1.75 .11 .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 | 3.1 (2) .95 308,752 37,628 8.5 (3) 1.75 893,364 .4 (1) .11 33,483 .4 |
| Reading. ILLINOIS Chicago | 231,717 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 2.2 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 | .4 8.5 .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .4 (1) .5 (3) .4 (1) .5 (3) .4 (1) .4 | .12 1.75 .11 .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | .4 (1) .12 37.628 8.5 (3) 1.75 893,364 .4 (1) .11 33,483 .4 |
| ILLINOIS Chicago | 4,664,149 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 62.3 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 8.5 .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 1.5 .5 | .5 (3) .4 (1) .4 | 1.75 .11 .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 8.5 (3) 1.75 893,364 1.3 (1) .11 133,483 .4 |
| Chicago | 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 887,817 293,358 1,226,113 | 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .4 (1) .4 (2) .8 (2) .8 (1) .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .7 (1) .7 (1) .3 (1) .7 (1) .5 (1) .5 (1) .5 (1) | .11 .63 .24 .10 .36 .11 .76 .1.16 .1.195 .14 .1.50 .08 .10 .14 .11 .05 .13 | .4 (1) .11 .33,483 .4 |
| Peoria. DHIO Canton Cincinnati Columbus Dayton Toledo Youngstown Cleveland CALIFORNIA Los Angeles San Diego MASSACHUSETTS Boston Springfield Worcester New Bedford Fall River MICHIGAN Detroit Carand Rapids Flint INDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore ICONNECTICUT Hartford | 206,218 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 887,817 293,358 1,226,113 | 2.7 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .4 (1) .4 (2) .8 (2) .8 (1) .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .7 (1) .7 (1) .3 (1) .7 (1) .5 (1) .5 (1) .5 (1) | .11 .63 .24 .10 .36 .11 .76 .1.16 .1.195 .14 .1.50 .08 .10 .14 .11 .05 .13 | .4 (1) .11 .33,483 .4 |
| OHIO Canton Cincinnati Columbus Dayton Toledo Youngstown Calveland Los Angeles San Francisco San Diego MASSACHUSETTS Boston Springfield Worcester New Bedford Fall River MICHIGAN Detroit CGrand Rapids Flint INDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore ICONNECTICUT Hartford | 237,841 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.5 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .4 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 2.2 | .4 | .63 .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 | .4 1.8 (2) 1.2 (1) .24 127,962 .8 (1) .10 67,106 1.2 (1) .36 121,509 .7 (1) .11 .22,14 .3.2 (2) .76 291,735 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,966 .4 (1) .14 \$52,709 5.0 (3) 1.50 780,531 .7 (1) .08 16,200 .7 (1) .10 28,899 .3 (1) .11 27,63 4.1 (2) 1.05 488,789 .8 (1) .13 33,441 .9 (2) .65 314,41 .9 (2) .52 176,60 |
| Canton. Cincinnati. Columbus. Dayton. Toledo. Youngstown. Cleveland. Los Angeles. San Francisco. MASSACHUSETTS Boston. Vourester. New Bedford. Fall River. MICHIGAN Detroit. Vorester. Now Bedford. Fall River. MICHIGAN Detroit. Vorester. Vorester. New Bedford. Fall River. MICHIGAN Detroit. Vorester. Vores | 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .8 (2) .2 (1) .8 (1) .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 1.8 (2) .63 311,296 1.2 (1) .24 127,962 .8 (1) .10 67,108 1.2 (1) .36 121,503 .7 (1) .11 22,142 3.2 (2) .76 291,735 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,966 .4 (1) .14 \$52,707 5.0 (3) 1.50 780,534 .7 (1) .08 16,200 .7 (1) .08 16,200 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 (1) .08 28,80 .5 (1) .02 107,59 .5 |
| Cincinnati. Columbus. Dayton. Toledo. Youngstown. Cleveland. Los Angeles. San Francisco. ASSACHUSETTS Boston. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. INDIANA Evansville. Fort Wayne. Indianapolis. South Bend WISCONSIN Milwaukee. WASHINGTON Seattle. Spokane. Tacoma. MARYLAND Baltimore. CONNECTICUT Hartford. | 983,444 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 14.4 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 1.8 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .7 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 | .8 (2) .2 (1) .8 (1) .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 1.8 (2) .63 311,296 1.2 (1) .24 127,962 .8 (1) .10 67,108 1.2 (1) .36 121,503 .7 (1) .11 22,142 3.2 (2) .76 291,735 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,966 .4 (1) .14 \$52,707 5.0 (3) 1.50 780,534 .7 (1) .08 16,200 .7 (1) .08 16,200 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 (1) .08 28,80 .5 (1) .02 107,59 .5 |
| Columbus. Dayton. Toledo. Youngstown. Cleveland. Los Angeles. San Francisco. San Francisco. I, San Diego. MASSACHUSETTS Boston. Springfield. Worcester. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. INDIANA Evansville. Fort Wayne. Indianapolis. South Bend WISCONSIN Milwaukee. WASHINGTON Seattle. Spokane. Tacoma. MARYLAND Baltimore. CONNECTICUT Hartford. | 639,264 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 9.3 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 1.2 .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 | .2 (1) .8 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .7 (1) .7 (1) .7 (1) .3 (1) .7 (1) .3 (1) .5 (1) .5 (1) .5 (1) | .24 .10 .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 1.2 (1) .24 127,962 .8 (1) .10 67,106 1.2 (1) .36 121,509 .7 (1) .11 22,141 3.2 (2) .76 291,735 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,966 .4 (1) .14 \$\frac{5}{5}2,709 5.0 (3) 1.50 780,531 .7 (1) .08 \$\frac{1}{1}6,200 .7 (1) .10 28,899 .3 (1) .14 45,72 .3 (1) .11 27,631 4.1 (2) 1.05 488,78 .8 (1) .13 33,441 .9 (1) .08 28,80 .5 (1) .12 44,10 1.5 (1) .22 107,599 .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,600 |
| Columbus. Dayton. Toledo. Youngstown. Cleveland. Los Angeles. San Francisco. San Francisco. I, San Diego. MASSACHUSETTS Boston. Springfield. Worcester. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. NDIANA Evansville. Fort Wayne. Indianapolis. South Bend. WISCONSIN Milwaukee. WASHINGTON Seattle. Spokane. Tacoma. MARYLAND Baltimore. CONNECTICUT Hartford. | 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 2.2 | .8 (1) .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .10 .36 .11 .76 .1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 1.2 (1) .24 127,962 .8 (1) .10 67,106 1.2 (1) .36 121,502 .7 (1) .11 22,142 3.2 (2) .76 291,735 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,966 .4 (1) .14 \$\frac{5}{5}2,702\$ 5.0 (3) 1.50 780,534 .7 (1) .08 \$\frac{1}{1}6,202\$.7 (1) .08 \$\frac{1}{1}6,202\$.3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,444 .5 .9 (1) .08 28,80 .5 (1) .12 44,10 1.5 (1) .22 107,599 .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| Dayton Toledo Youngstown Cleveland CALIFORNIA Los Angeles San Francisco MASSACHUSETTS Boston Springfield Worcester New Bedford Fall River MICHIGAN Detroit Orrand Rapids Flint NDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore CONNECTICUT Hartford 1, | 443,429 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 6.5 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .8 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 2.2 | .8 (1) .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .10 .36 .11 .76 .1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | .8 (1) .10 67,101 1.2 (1) .36 121,50 .7 (1) .11 22,14; 3.2 (2) .76 291,73; 4.3 (2) 1.16 444,80 2.9 (6) 1.195 392,96; .4 (1) .14 \$\frac{5}{2},70\$ 5.0 (3) 1.50 780,53; .7 (1) .08 \$\frac{1}{6},20\$.7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78; .8 (1) .13 33,44 .59 (1) .08 28,80 .59 (1) .08 28,80 .59 (1) .08 28,80 .59 (2) .52 176,60 |
| Toledo. Youngstown. Cleveland. Los Angeles. San Francisco. San Diego. MASSACHUSETTS Boston. New Bedford. Fall River. MICHIGAN Detroit. Grand Rapids. Flint. INDIANA Evansville. Fort Wayne. Indianapolis. South Bend. WISCONSIN Milwaukee. WASHINGTON Seattle. Spokane Tacoma. MARYLAND Baltimore. CONNECTICUT Hartford. | 687,355 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 10.1 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 1.2 .7 3.2 4.3 2.9 .4 5.0 .7 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 | .2 (1) .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .36 .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 1.2 (1) .36 121,50; .7 (1) .11 22,14; 3.2 (2) .76 291,73; 4.3 (2) 1.16 444,80; 2.9 (6) 1.195 392,96; .4 (1) .14 \$\frac{52,70}{52,01}\$ 5.0 (3) 1.50 780,53; .7 (1) .08 \$\frac{16,20}{28,89}\$.3 (1) .14 45,72; .3 (1) .11 27,63; 4.1 (2) 1.05 488,78; .8 (1) .13 33,44; .5 |
| Youngstown. Cleveland | 359,205 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 5.2 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .7 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .9 .5 1.5 .5 2.2 | .7 (1) .2 (2) .3 (2) .9 (6) .4 (1) .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .11 .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | .7 (1) .11 22,14; 3.2 (2) .76 291,73; 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,96; .4 (1) .14 \$52,70; 5.0 (3) 1.50 780,53; .7 (1) .08 16,20; .7 (1) .10 28,89; .3 (1) .14 45,72; .3 (1) .11 27,63; 4.1 (2) 1.05 488,78; .8 (1) .13 33,44; .59 (1) .08 28,80 .5 (1) .12 44,10; .5 (1) .08 25,01; 2.2 (2) .65 314,41; .9 (2) .52 176,60 |
| Cleveland. | 1,784,239 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 26.0 41.5 28.5 3.7 65.3 9.5 8.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | 3.2 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 1.5 .5 | .2 (2) .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .76 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 3.2 (2) .76 291,73; 4.3 (2) 1.16 444,80; 2.9 (6) 1.195 392,96; .4 (1) .14 \$\frac{5}{5}2,70\$; 5.0 (3) 1.50 780,53; .7 (1) .08 16,20; .3 (1) .14 45,72; .3 (1) .11 27,63; 4.1 (2) 1.05 488,78; .8 (1) .13 33,44; .5 |
| CALIFORNIA Los Angeles | 2,351,602 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 41.5 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 4.3 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 | .3 (2) .9 (6) .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .3 (1) .5 (1) .5 (1) .5 (1) | 1.16 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 4.3 (2) 1.16 444,80 2.9 (6) 1.195 392,966 3.4 (1) .14 \$\frac{5}{2},70\$ 5.0 (3) 1.50 780,531 .7 (1) .08 16,20 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Los Angeles | 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 1.5 .5 | .9 (6) .4 (1) .0 (3) .7 (1) .3 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) | 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 4.3 (2) 1.16 444,804 2.9 (6) 1.195 392,964 4 (1) .14 \$\frac{5}{5}\cdot 70,704 5.0 (3) 1.50 780,534 .7 (1) .08 16,20 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,446 .5 |
| San Francisco 1, San Diego MASSACHUSETTS Boston 2, Springfield 2, Worcester 5, New Bedford 5, Fall River 6, MICHIGAN 6, Detroit 2, Grand Rapids 7, Flint 7, INDIANA 6, Fort Wayne 7, Indianapolis 7, South Bend 7, WISCONSIN 7, Milwaukee 1, WASHINGTON 7, Seattle 7, Spokane 7, Tacoma 7, MARYLAND 7, Baltimore 1, CONNECTICUT 7, Hartford 1, | 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 2.9 .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 1.5 .5 | .9 (6) .4 (1) .0 (3) .7 (1) .3 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) | 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 2.9 (6) 1.195 392,961 .4 (1) .14 \$\frac{5}{5}2,70^{\circ}\$ 5.0 (3) 1.50 780,531 .7 (1) .08 16,20 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| San Francisco 1, San Diego MASSACHUSETTS Boston 2, Springfield 2, Worcester New Bedford 5 Fall River MICHIGAN Detroit 2, Grand Rapids Flint NDIANA Evansville 5 Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore CONNECTICUT Hartford | 1,615,442 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 | 28.5 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 .5 | .9 (6) .4 (1) .0 (3) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) | 1.195 .14 1.50 .08 .10 .14 .11 1.05 .13 | 2.9 (6) 1.195 392,96 .4 (1) .14 \$\frac{5}{5}2,70\$ 5.0 (3) 1.50 780,53 .7 (1) .08 16,20 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| San Diego MASSACHUSETTS Boston | 209,659 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.7 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .4 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 .5 | .4 (1) .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) | .14 1.50 .08 .10 .14 .11 1.05 .13 .08 .12 .22 .08 | .4 (1) .14 .52,70 5.0 (3) 1.50 780,53 .7 (1) .08 16,20 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| MASSACHUSETTS Boston | 2,744,137 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 65.3 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | 5.0 .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 .5 | .0 (3) .7 (1) .7 (1) .3 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) | 1.50 .08 .10 .14 .11 1.05 .13 | 5.0 (3) 1.50 780,531 .7 (1) .08 16,20 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Boston | 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 .5 | .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .08 .10 .14 .11 1.05 .13 | .7 (1) .08 116,20 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Springfield. Worcester. New Bedford. Fall River. MICHIGAN Detroit | 400,710 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 9.5 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .7 .7 .3 .3 .3 4.1 .8 .5 .5 .5 .5 .5 .5 .5 .5 | .7 (1) .7 (1) .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .08 .10 .14 .11 1.05 .13 | .7 (1) .08 116,20 .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Worcester New Bedford Fall River MICHIGAN Detroit | 363,883 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 8.6 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .7 .3 .3 4.1 .8 .5 .5 .5 1.5 .5 .5 | .7 (1) .3 (1) .3 (1) .3 (1) .4 (2) .8 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .10 .14 .11 1.05 .13 .08 .12 .22 .08 | .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Worcester New Bedford Fall River MICHIGAN Detroit | 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .3 .3 4.1 .8 .5 .5 .5 1.5 .5 2.2 | .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .14 .11 1.05 .13 .08 .12 .22 .08 | .7 (1) .10 28,89 .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| New Bedford. Fall River. MICHIGAN Detroit | 149,614 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.6 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .3 .3 4.1 .8 .5 .5 .5 1.5 .5 2.2 | .3 (1) .3 (1) .1 (2) .8 (1) .5 (1) .5 (1) .5 (1) .5 (1) | .14 .11 1.05 .13 .08 .12 .22 .08 | .3 (1) .14 45,72 .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Fall River MICHIGAN Detroit | 139,715 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 3.3 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .3 4.1 .8 .5 .9 .5 1.5 .5 2.2 | .3 (1) .1 (2) .8 (1) .5 (1) .9 (1) .5 (1) .5 (1) | .05 .13 .08 .12 .22 .08 | .3 (1) .11 27,63 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| MICHIGAN Detroit | 2,244,495 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 46.3 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | 4.1 .8 .5 .9 .5 1.5 .5 2.2 | .1 (2) .8 (1) .5 | .08 .12 .22 .08 | 4.1 (2) 1.05 488,78 .8 (1) .13 33,44 .5 |
| Detroit | 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .8 .5 .9 .5 1.5 .5 2.2 | .8 (1) .5 (1) .9 (1) .5 (1) .5 (1) | .08 .12 .22 .08 | .8 (1) .13 33,44 .5 |
| Grand Rapids. Flint NDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore CONNECTICUT Hartford | 427,796 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 8.7 5.7 15.8 9.2 28.0 9.7 42.6 | .8 .5 .9 .5 1.5 .5 2.2 | .8 (1) .5 (1) .9 (1) .5 (1) .5 (1) | .08 .12 .22 .08 | .8 (1) .13 33,44 .5 |
| Flint NDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore EONNECTICUT Hartford | 279,506 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 5.7 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .5 .9 .5 1.5 .5 2.2 | .5 (1) .5 (1) .5 (1) .5 (1) | .08 .12 .22 .08 | .5 |
| NDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore I, CONNECTICUT Hartford | 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .9 .5 1.5 .5 2.2 | .9 (1) .5 (1) .5 (1) .5 (1) | .12 .22 .08 | .5 |
| NDIANA Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore I, CONNECTICUT Hartford | 481,977 277,430 847,817 293,358 1,226,113 499,187 353,529 | 15.8 9.2 28.0 9.7 42.6 31.1 22.0 | .5 1.5 .5 2.2 .9 | .9 (1) .5 (1) .5 (1) .5 (1) | .12 .22 .08 | .9 (1) .08 28,80 .5 (1) .12 44,10 1.5 (1) .22 107,59 .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| Evansville Fort Wayne Indianapolis South Bend WISCONSIN Milwaukee WASHINGTON Seattle Spokane Tacoma MARYLAND Baltimore CONNECTICUT | 277,430 847,817 293,358 1,226,113 499,187 353,529 | 9.2 28.0 9.7 42.6 31.1 22.0 | .5 1.5 .5 2.2 .9 | .5 (1) .5 (1) | .12 .22 .08 | .5 (1) .12 44,10 1.5 (1) .22 107,59 .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| Fort Wayne | 277,430 847,817 293,358 1,226,113 499,187 353,529 | 9.2 28.0 9.7 42.6 31.1 22.0 | .5 1.5 .5 2.2 .9 | .5 (1) .5 (1) | .12 .22 .08 | .5 (1) .12 44,10 1.5 (1) .22 107,59 .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| Indianapolis South Bend VISCONSIN Milwaukee | 847,817 293,358 1,226,113 499,187 353,529 | 28.0 9.7 42.6 31.1 22.0 | 1.5 .5 2.2 .9 .6 | .5 (1) | .08 | 1.5 (1) .22 107,59 .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| South Bend | 293,358 1,226,113 499,187 353,529 | 9.7 42.6 31.1 22.0 | .5 2.2 .9 .6 | .5 (1) | .08 | .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| WISCONSIN Milwaukee | 499,187 353,529 | 42.6 31.1 22.0 | 2.2 .9 .6 | | | .5 (1) .08 25,01 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| WISCONSIN Milwaukee | 499,187 353,529 | 31.1 22.0 | .9 | .2 (2) | .65 | 2.2 (2) .65 314,41 .9 (2) .52 176,60 |
| WASHINGTON Seattle | 499,187 353,529 | 31.1 22.0 | .9 | .2 (2) | .65 | .9 (2) .52 176,60 |
| WASHINGTON Seattle | 499,187 353,529 | 31.1 22.0 | .9 | (2) | .07 | .9 (2) .52 176,60 |
| Seattle | 353,529 | 22.0 | .6 | | | |
| Spokane Tacoma MARYLAND Baltimore | 353,529 | 22.0 | .6 | 0 (2) | 1 | |
| TacomaMARYLAND Baltimore | | | | | | 1 101 |
| MARYLAND Baltimore | 163,842 | 10.2 | .3 | | | |
| Baltimore 1, CONNECTICUT Hartford | | | | .3 (1) | .15 | |
| CONNECTICUT Hartford | | 1 | | | | .3 (1) .15 44,97 |
| CONNECTICUT Hartford | 1,031,775 | 67.3 | 1.9 | .9 (2) | .80 | .3 (1) .15 44,97 |
| Hartford | | | | | 1 | |
| New Haven | 205 020 | 26.2 | 7 | 7 (1) | 1 | |
| | | | | | 10 | 1.9 (2) .80 415,13 |
| | | | 0.0 | | .10 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 |
| | 225,394 | 14.9 | | .4 (1) | .165 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 |
| LOUISIANA | | | .4 | | .165 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 |
| New Orleans | 797,767 | 38.1 | | | .165 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 |
| RHODE ISLAND | | | | .4 (2) | .165 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 |
| Providence | 665.048 | 88.4 | .4 | .4 (2) | .165 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 |
| OREGON | 00/1/10 | 0.000 | 1.4 | | .165 .08 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 |
| Portland | 475 004 | 1 | .4 | | .165 .08 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 |
| | 475,084 | | 1.4 | .2 (1) | .165 .08 .52 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 |
| COLORADO | | 47.8 | 1.4 | .2 (1) | .165 .08 .52 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 |
| Denver | 364,527 | 47.8 | .4 1.4 1.2 .9 | .2 (1) .9 (2) | .165 .08 .52 .30 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 |
| NEW JERSEY | | | 1.4 | .2 (1) .9 (2) | .165 .08 .52 .30 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 |
| Trenton | 224,178 | 47.8 | .4 1.4 1.2 .9 | .2 (1) .9 (2) | .165 .08 .52 .30 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 |
| DELAWARE | -, | 47.8 35.1 | .4 1.4 1.2 .9 | .2 (1) .9 (2) .7 (1) | .165 .08 .52 .30 .40 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 |
| Wilmington | 135,702 | 47.8 | .4 1.4 1.2 .9 | .2 (1) .9 (2) .7 (1) | .165 .08 .52 .30 .40 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 |
| | -33,102 | 47.8 35.1 65.3 | .4 1.4 1.2 .9 .7 | .2 (1) .9 (2) .7 (1) .4 (1) | .165 .08 .52 .30 .40 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 |
| TOTAL GROUP A 49, | | 47.8 35.1 | .4 1.4 1.2 .9 | .2 (1) .9 (2) .7 (1) .4 (1) | .165 .08 .52 .30 .40 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 |
| OTAL GROUP A 49, | 0.250.522 | 47.8 35.1 65.3 55.3 | .4 1.4 1.2 .9 .7 .4 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) | .165 .08 .52 .30 .40 .30 .17 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 |
| Group B-National Repea | 9,358,523 | 47.8 35.1 65.3 | .4 1.4 1.2 .9 .7 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) | .165 .08 .52 .30 .40 .30 .17 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 |
| roup B Tuttonar Repea | | 47.8 35.1 65.3 55.3 | .4 1.4 1.2 .9 .7 .4 .2 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) | .165 .08 .52 .30 .40 .30 .17 .14 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 |
| MISSOURI | | 47.8 35.1 65.3 55.3 | .4 1.4 1.2 .9 .7 .4 .2 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) | .165 .08 .52 .30 .40 .30 .17 .14 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 |
| Kansas City | | 47.8 35.1 65.3 55.3 | .4 1.4 1.2 .9 .7 .4 .2 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) | .165 .08 .52 .30 .40 .30 .17 .14 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 |
| | al Voted. | 47.8 35.1 65.3 55.3 67.3 State Ac | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to Re | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti |
| | al Voted. 852,729 | 47.8 35.1 65.3 55.3 67.3 State Ac | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 ting to Repeal or Modify State Prohibiti |
| MINNESOTA | al Voted. | 47.8 35.1 65.3 55.3 67.3 State Ac | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23.3775 10,083,22 ting to Repeal or Modify State Prohibiti 1.6 (1) .20 82,87 |
| | 852,729 1,432,514 | 47.8 35.1 65.3 55.3 67.3 State Ac | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 1.6 2.6 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M6 (1)6 (2) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 .(1) .20 82,87 2.6 (2) .76 369,40 |
| Minneapolis | al Voted. 852,729 | 47.8 35.1 65.3 55.3 67.3 State Ac | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 1.6 2.6 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M .6 (1) .6 (2) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 .(1) .20 82,87 2.6 (2) .76 369,40 |
| Minneapolis | 852,729 1,432,514 590,778 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 2.6 1.1 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M .6 (1) .6 (2) .1 (2) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibition 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 |
| Minneapolis | 852,729 1,432,514 590,778 392,564 | 47.8 35.1 65.3 55.3 67.3 State Act 20.2 33.9 22.7 15.1 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to Re 1.6 2.6 1.1 .7 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (1) .6 (2) .1 (2) .7 (1) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 sting to Repeal or Modify State Prohibits 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,65 |
| Minneapolis St. Paul Duluth | 852,729 1,432,514 590,778 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 2.6 1.1 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (1) .6 (2) .1 (2) .7 (1) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 sting to Repeal or Modify State Prohibits 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,65 |
| Minneapolis St. Paul Duluth | 852,729 1,432,514 590,778 392,564 223,864 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 15.1 8.6 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 2.6 1.1 .7 .4 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M .6 (1) .6 (2) .1 (2) .7 (1) .4 (1) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,66 .4 (1) .24 65,40 |
| Minneapolis St. Paul Duluth OWA Des Moines | 852,729 1,432,514 590,778 392,564 223,864 842,172 | 47.8 35.1 65.3 55.3 67.3 State Act 20.2 33.9 22.7 15.1 8.6 35.4 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to Re 1.6 2.6 1.1 .7 .4 1.5 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (1) .6 (2) .1 (2) .7 (1) .4 (1) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 ting to Repeal or Modify State Prohibitit 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,40 1.5 |
| Minneapolis St. Paul Duluth OWA Des Moines WASHINGTON, D. C | 852,729 1,432,514 590,778 392,564 223,864 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 15.1 8.6 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 2.6 1.1 .7 .4 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (2) .1 (2) .7 (1) .4 (1) .5 | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 ting to Repeal or Modify State Prohibitit 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,40 1.5 |
| Minneapolis St. Paul Duluth OWA Des Moines WASHINGTON, D. C | 852,729 1,432,514 590,778 392,564 223,864 842,172 | 47.8 35.1 65.3 55.3 67.3 State Act 20.2 33.9 22.7 15.1 8.6 35.4 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to Re 1.6 2.6 1.1 .7 .4 1.5 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (1) .6 (2) .1 (2) .7 (1) .4 (1) | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 ting to Repeal or Modify State Prohibitit 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,41 1.5 |
| Minneapolis St. Paul Duluth OWA Des Moines WASHINGTON, D. C | 852,729 1,432,514 590,778 392,564 223,864 842,172 650,253 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 15.1 8.6 35.4 100.0 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 1.6 2.6 1.1 .7 .4 1.5 1.2 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M .6 (1) .6 (2) .7 (1) .4 (1) .5 | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sts | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,41 1.5 1.2 (2) .32 200,47 |
| Minneapolis | 852,729 1,432,514 590,778 392,564 223,864 842,172 650,253 348,998 | 47.8 35.1 65.3 55.3 67.3 State Act 20.2 33.9 22.7 15.1 8.6 35.4 100.0 14.3 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to Re 1.6 2.6 1.1 .7 .4 1.5 1.2 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (2) .1 (2) .7 (1) .4 (1) .5 | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta .20 .76 .45 .28 .24 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,63 .4 (1) .24 65,41 1.5 |
| Minneapolis | 852,729 1,432,514 590,778 392,564 223,864 842,172 650,253 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 15.1 8.6 35.4 100.0 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 1.6 2.6 1.1 .7 .4 1.5 1.2 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) 0 Repeal or M .6 (2) .1 (2) .7 (1) .4 (1) .5 | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta .20 .76 .45 .28 .24 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 sting to Repeal or Modify State Prohibition 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,41 1.5 |
| Minneapolis St. Paul Duluth OWA Des Moines VASHINGTON, D. C VIRGINIA Norfolk Richmond | 852,729 1,432,514 590,778 392,564 223,864 842,172 650,253 348,998 295,121 | 47.8 35.1 65.3 55.3 67.3 State Ac 20.2 33.9 22.7 15.1 8.6 35.4 100.0 14.3 12.5 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 2.6 1.1 .7 .4 1.5 1.2 .6 .5 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M .6 (2) .1 (2) .7 (1) .4 (1) .5 | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sts .20 .76 .45 .28 .24 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,71 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,41 1.5 1.2 (2) .32 200,47 .6 (2) .32 200,47 .6 (2) .33 129,05 |
| Minneapolis | 852,729 1,432,514 590,778 392,564 223,864 842,172 650,253 348,998 | 47.8 35.1 65.3 55.3 67.3 State Act 20.2 33.9 22.7 15.1 8.6 35.4 100.0 14.3 | .4 1.4 1.2 .9 .7 .4 .2 89.8 Acting to R 2.6 1.1 .7 .4 1.5 1.2 .6 .5 | .2 (1) .9 (2) .7 (1) .4 (1) .2 (1) .8 (79) o Repeal or M .6 (2) .1 (2) .7 (1) .4 (1) .5 | .165 .08 .52 .30 .40 .30 .17 .14 \$23.377 Modify Sta .20 .76 .45 .28 .24 | 1.9 (2) .80 415,13 .7 (1) .10 36,30 .6 (1) .165 60,24 .4 (1) .08 31,37 1.4 (2) .52 218,39 1.2 (1) .30 118,00 .9 (2) .40 170,44 .7 (1) .30 137,74 .4 (1) .17 56,70 .2 (1) .14 49,27 89.8 (79) \$23,3775 10,083,22 eting to Repeal or Modify State Prohibiti 1.6 (1) .20 82,87 2.6 (2) .76 369,40 1.1 (2) .45 194,72 .7 (1) .28 164,62 .4 (1) .24 65,41 1.5 1.2 (2) .32 200,47 .6 (2) .22 83,77 .5 (2) .33 129,05 |
| ND ore | 163,842 | 10.2 | .3 | | .07 | |
| ARYLAND Baltimore | 105,842 | 10.2 | .3 | | | |
| ARYLAND Baltimore | 103,842 | 10.2 | .5 | | | |
| ARYLAND Baltimore | 103,842 | 10.2 | .5 | | | |
| ARYLAND Baltimore | 103,842 | 10.2 | .5 | | | |
| Baltimore | 105,842 | 10.2 | .3 | | | |
| ARYLAND Baltimore | 103,842 | 10.2 | .5 | | | |
| ARYLAND Baltimore | 105,842 | 10.2 | .5 | | | |
| ARYLAND Baltimore | 163,842 | 10.2 | .3 | | | |
| ARYLAND Baltimore | 163,842 | 10.2 | .3 | | | |
| ARYLAND Baltimore | 163,842 | 10.2 | .3 | | | |
| Baltimore | 105,842 | 10.2 | .3 | | | |
| Baltimore | | | | .3 (1) | -15 | |
| Baltimore | | | | .3 (1) | .15 | |
| Baltimore 1, ONNECTICUT Hartford | | | | .5 (1) | .15 | |
| Baltimore 1, ONNECTICUT Hartford | | | | .5 (1) | .15 | |
| Baltimore 1, ONNECTICUT Hartford | | | 1 | .5 (1) | .15 | 1 4 (1) 18 (40) |
| Baltimore 1, ONNECTICUT Hartford | | 1 | | | 1 | 3 (1) .15 44 9 |
| ONNECTICUT Hartford | | | | 1 | | .3 (1) .15 44,9 |
| ONNECTICUT Hartford | 1.031.775 | 67.3 | 1.9 | .9 (2) | .80 | .3 (1) .15 44,9 |
| Hartford | 1,031,775 | 67.3 | 1.9 | .9 (2) | .80 | |
| Hartford | 1,031,773 | 67.3 | 1.9 | .9 (2) | .80 | |
| Hartford | -1-2-1.12 | | | 1 (2) | 100 | |
| Hartford | | | | 1 | | |
| New Haven | 205 020 | 262 | 7 | 7 (1) | 1 | |
| New Haven | 395,929 | 26.2 | .7 | .7 (1) | 1 | 1.9 (2) .80 415,1 |
| New Haven | 595,929 | 26.2 | ./ | ./ (1) | 1 | 1.9 (2) .80 415,1 |
| | | | | | 10 | 1.9 (2) .80 415,1 |
| | | | | | .10 | 1.9 (2) .80 415,1 |
| ATOM ALEVERS | 313,285 | 20.7 | .6 | .6 (1) | | 1.9 (2) .80 415.11 .7 (1) .10 36,31 |
| Bridgeport | | | | | | 1.9 (2) .80 415,1 .7 (1) .10 36,3 |
| | 247,394 | 14.9 | | -4 (1) | .165 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 |
| | | | | | .165 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 |
| New Orleans | 797.767 | 38.1 | | | .165 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 |
| HODE ISLAND | 191,101 | 30.1 | .4 | 4 (2) | .165 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 .4 (1) .08 31,3 |
| | | 1 | .4 | .4 (2) | .165 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 .4 (1) .08 31,3 |
| Providence | 665,948 | 88.4 | 1.4 | | .165 .08 | 1.9 (2) .80 415,12 .7 (1) .10 36,3 .6 (1) .165 60,2 .4 (1) .08 31,3 1.4 (2) .52 218,39 |
| | | | 1.4 | | .165 .08 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 .4 (1) .08 31,3 1.4 (2) .52 218,3 |
| | | 1 | 1.4 | | .165 .08 | 1.9 (2) .80 415,1 .7 (1) .10 36,3 .6 (1) .165 60,2 .4 (1) .08 31,3 1.4 (2) .52 218,3 |

†Louisiana has not as yet voted on national repeal but has no state laws prohibiting sale of liquor. All data given by urban centers—trading areas of cities of 100,000 or more population.

Snapshots

16

83

04 68 07

89 16

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CAMPBELL SOUP and HEINZ: Who is trying to out-noodle whom? One day last week the New York Sun carried smashing ads from both companies which featured Campbell's two new soups—noodle with chicken and cream of mushroom—and Heinz's soups—about which they said, "your money back if Heinz's aren't better soups." The Campbell campaign is part of the largest newspaper campaign ever conducted by the company.

DISTILLED LIQUORS CORPORATION is finishing the pleasant task of reducing 8,000,000 gallons of apple cider down to approximately 1,000,000 gallons of Hildick's Old Fashioned Applejack Brandy. A consumer campaign will start in 35 Eastern newspapers late in March, and the company plans to spend \$300,000 in advertising this year.

LUCIEN LELONG is capitalizing on Repeal by bringing out lipsticks named after popular wines, and with the distinctive odor of the wine after which each is named.

GRIGSBY-GRUNOW has awarded "Honorary Citations" to 3,000 of its dealers—a certificate earned by dealers who meet certain qualifications as to quotas, maintenance of a well-balanced stock, the installation of Majestic radio window displays, etc.

The C. & N.W. RAILWAY's ticket agents hand each traveler an attractive eight-page monthly magazine to read on the train. The material is evenly divided between general and human interest, illustrated articles about points touched by the railroad, and promotion copy on the dining-car service, and other train features. Attached to the magazine is a postcard which the recipient can use to get his name placed on the mailing list, or for getting travel information about proposed trips. Our friend Maxwell Droke edits the magazine.

E. R. SQUIBB & SONS started on the 5th of the month an eight-weeks' salesman campaign in which the field forces will be known as "The Fighting Seventy-six" in recognition of the seventy-sixth year in the history of the company. Through the latest contribution by American Telephone & Telegraph Company, the Squibb officials were able to talk from their New York office simultaneously to salesmen grouped in the branch offices in eleven principal cities. The ampli-

fication feature made it possible for each member of every group to hear Messrs. Palmer, Weicker and Keim.

DANIEL REEVES STORES report great consumer interest in the "Call-a-Day" premium plan, under which a folder and a platinum band drinking glass is sent out by store managers to several hundred prospects. Part of the folder is a tear-out card, containing a calendar of four succeeding weeks. As housewives come into the Reeves stores, the manager places a stamp over the date on each card submitted, and at the end of the period each holder of a fully stamped card receives eighteen platinum band drinking glasses.

PROCTER & GAMBLE is introducing in six southern states a cotton-seed oil cooking preparation called "Fluffo." National distribution has not yet been decided upon by P & G executives.

COLGATE-PALMOLIVE-PEET went back this month to the old Colgate sales policies, which include the elimination of all special deals and varying discounts. Under the revised plan, the maximum discount can be earned by any distributor who buys in quantities of \$25 or more.

STANDARD OF N. J. didn't let the Government's test suit on the Babe Ruth broadcasts go to trial. Oil Administrator Ickes maintains that the anti-premium section of the NRA code was being violated by the company in its offer of prizes.

The DYMAXION CAR, introduced at the Century of Progress last Summer, is being produced commercially. It is a three-wheel, bullet-shaped car, nineteen feet long, and priced at \$6,600.

HOTPOINT automatic electric water heaters are getting a big play from window shoppers these days. To emphasize the thought that feminine loveliness depends largely on a reliable hot-water supply, Hotpoint has designed a display which shows an enlarged photograph of a young lady in negligee just arising from bed. With the aid of a shadow box and flasher, the light flashes on, this original image disappears, and the same young lady is seen taking her morning shower. This second picture is realistic in the extreme.

WESTINGHOUSE — also GENERAL ELECTRIC—held air-conditioning conferences last week for distributors. See page 130, this issue, for an SM-Ross Federal Survey on air-conditioners.

Sales Story

WITH SIGHT AND SOUND

COMBINE your visualized sales story with an audio unit that tells your story simultaneously with the showing of the picture and you have the perfect way of getting your sales story across.

We are specialists in making projection apparatus for filmslides—the same skill and accuracy being used as in our manufacture of fine microscopes. Located close to you, in all important cities, are our sales agents—themselves specialists in the production of effective sales stories with film and sound.

Their ability to serve you is testified by the accounts they now serve with visual and audio equipment.

Investigate the use of a Spencer projecting unit combined with sound units. Write us for complete information and the name of a company in your city that can serve you best.



Are You Getting Your Share of GOVERNMENT BUSINESS?

The U. S. GOVERNMENT is the world's largest customer of American goods. It is frequently difficult to sell their purchasing agents new products due to the many specifications and conditions imposed.

Our present manager has secured over \$10,000,000 WORTH OF GOVERNMENT BUSINESS for clients. This experience and reputation for honesty is recognized by the Government and manufacturers with whom we have dealt.

Write us regarding your problems. We will gladly furnish full details of our service. 1395 National Press Building, Washington, D. C.

GOVERNMENT BUSINESS AGENCY

Media and Agencies

The Mother Business

Why another magazine?" asked George J. Hecht eight years ago as the headline of a leaflet explaining a new venture. "There are specialized magazines on yachting, furs, radio, barbershops, on every conceivable subject except—children. There are mag-azines exclusively devoted to the raising of cattle, dogs and flowers, but none to the most important work in the world-parenthood.

Parents in their relations with their children constitute the least educated group

of people in America today," Mr. Hecht continued. "There is an indisputable need for disseminating among parents the information which the scientist and possess. educator There is need for supplementing stinct with knowl-What edge. better medium for doing so than a magazine - a spe-



George J. Hecht

rialized and yet popular journal for those who have assumed the responsibilities of parenthood and want to make the most of their opportunities as creators of human

life and as moulders of human destinies?"

The fruit of several years of his more general social crusading and of two years general social crusading and of two years of thinking and working on this specific crusade came in October, 1926, with the first issue of Children, the Magazine for Parents, known today as the Parents' Magazine. By then, however, it represented the efforts of more than Mr. Hecht. It was "published with the official cooperation of Teachers College, Columbia University; of University of Minnesota; State University of Iowa and Yale University. These universities in fact became financially interested. Mrs. Clara Savage Littledale, former associate editor of Good Housekeeping, was associate editor of Good Housekeeping, was editor, and the list of advisory editors included names of noted educators, scientists, child welfare workers and clergymen.

Father Learns, Too

The idea "took." Mothers with children "from crib to college" found the magazine practical and authoritative. And because children are interesting, though sometimes difficult to rear, they liked the simple and attractive presentation and solution of the problems. Fathers learned to like it, too. Parents discovered more intelligent ways of meeting their responsibilities.

The 20,000 circulation of the initial issue became 64,000 a year later, 86,000 in October, 1928, 109,000 in 1929, 148,000 in 1930, 205,000 in 1931, 270,000 in 1932, and 312,000 last October. Today the circulation of *Parents'* is well above that level, and the guarantee for 1934 is one-third of

Equally striking has been the response of advertisers. The net advertising revenue of the magazine for the seven years has

| 1927 | | | 0 | | | | | | | 0 | | 0 | 0 | 0 | | 0 | 0 | | | 0 | 0 | | \$ 49,014 |
|-------|-----|---|-----|---|----|----|----|----|---|---|---|---|----|---|---|----|---|----|----|----|----|---|-----------|
| 1928 | 0 | | | | | | | | | | 0 | | | | | | 0 | | | | | | 134,786 |
| 1929 | | | | | | | | | | | | | | | | | | | | | | | |
| 1930 | | | | | | | | | | | | | | | | | | | | | | ٠ | 0/0 000 |
| 1931 | | | | 0 | | | | | | | | | | | | | ۰ | | | 0 | | | 335,587 |
| 1932 | | 0 | 0 | | | | | | | | | | | | | | | | | | | | 372,597 |
| 1933 | | | | | | | | | | | | | | | | | | | | | | | 483,180 |
| In | its | | 0 0 | F | ií | t | e | er | 1 | 9 | Y | e | aı | r | 1 | R | e | Ve | 21 | n | 16 | | Report of |
| Ninet | v I | M | a | o | a | 71 | in | 10 | ç | 0 | , | F | 1 | h | 1 | 15 | h | e | r | e' | | I | formation |

Bureau finds that Parents' is the only magazine to show a gain in advertising revenue for each of the last seven years.

It seems that crusading, well organized and well directed, can be made profitable.

A Young Crusader

Mr. Hecht was only 29 when he got the idea, only 31 when the magazine was born. Had it not been for certain social leanings he might now be in his father's hide and skin business. Shortly after receiving his BA at Cornell (he had been business manager of a magazine there but was not then seriously disposed toward publishing) he started a magazine in New York called *Better Times*. He liked that magazine. It had a mission to perform. It became the official organ of all the characteristics and seriously made a magazine of the characteristics. itable and social welfare organizations in the city. He also took the initiative in or-ganizing the Welfare Council and did other things socially. It was in the midst of these activities that he decided to do somethese activities that he decided to do something specific and permanent about parents. The new venture had its amusing aspects. He was a bachelor then—was not married in fact till 1930, and the baby did not arrive till 1932. By the latter year the magazine had national acceptance—had been out of the red for a couple of years, and Mr. Hecht himself (though "only" the publisher) had a reputation of his own on publisher) had a reputation of his own on been a child psychologist at Johns Hop-kins. When the baby girl came the card to friends said

Freda and George Hecht announce that they will now practice what they preach

what they preach

In the seven years reader and advertiser loyalty have increased together. Thousands of parent-teacher associations and mothers' clubs now use Parents' as a base of child study. Each May the magazine supplies leaflet programs for the groups for the entire year beginning the following October. In each issue are special study programs programs.

"Better Movie" Plan

The "Family Movie Guide," appearing monthly, notes carefully the desirability of each new film for adults, children (8 to 12) and "young folks" (12-18). Recently Mr. Hecht has worked out personally a "definite plan to provide better motion pictures for children," a feature of which is a model municipal ordinance, written by the magazine, to regulate the attendance of the magazine, to regulate the attendance of children at movie performances. Mr. Hecht showed the reporter a stack of letters and postcards commenting on this program and asking for further information. There

must have been a thousand or two.

The amount of reader response to editorial material has become so great, Mr.

Hecht pointed out to SM, that the magazine has had to "discourage readers from turn-ing to us in each little problem. We send inquirers booklets indexing Parents' articles on 'every child rearing problem' from October, 1926, till now." The organization also is offering a four-volume "Mothers' Encyclopedia" of *Parents'* articles with each three-year subscription. to the lems. pione

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Incidentally, the magazine has been an important factor in the establishment of a federal "bureau" of adult education in Washington.

Washington.

The number of advertisers has grown yearly, and "original" advertisers are still finding it worth while. Juvenile Wood Products Company, Fort Wayne, Indiana, babies' toilet seats, etc., for example, has not missed an issue since October, 1926.

Recently, "to enable conscientious mothers everywhere to buy with greater confidence, and to enable our advertises to obtain extra value from their advertises.

to obtain extra value from their advertising," Parents' has instituted a "seal of ac-

ceptance," which may be used by the advertisers in other media.

George J. Hecht, 38 now, and considerable of a father in his own right, is finding it increasingly profitable to crusade. But he is also a sound business man. He thinks we should say something in this arthinks we should say something in this article about the tremendous quantities of things the mothers of growing children must buy. We thought so, too. A little technically, we thought, of "The Relationship of Children to Depreciation and Obsolescence." We were thinking of the way our own two boys run through their shoes and are outgrowing their home. (Immediately all the contents of the contents and are outgrowing their home. (Immediately Mr. Hecht called our attenion to the 'Expanding Home Department," a regular

feature of each issue.)

And we began to think that, judging from the experience of Mr. Hecht, the business of parenthood has survived the depression in surprisingly good shape.

Group Broadcasters, Inc.,— New National Radio Chain

Group Broadcasters, Inc., with offices at 1780 Broadway, New York, have or-ganized to offer spot broadcasting facilities on a national scale. Directors are as follows: John Shepard, 3rd, president; Scott Howe Bowen, executive vice-president; Norman Craig, vice-president; C. A. Dunham, secretary and treasurer; A. A. Cormier, director.

The members of the executive committee are: A. A. Cormier, WOR, chairman; Arthur B. Church, KMBC; I. R. Louns-

berry, WGR-WKBW; Harry Howlett, WHK; Thomas P. Convey, KWK.

The initial group consists of some twenty stations, and for the time being the organization will limit its endeavors exclusively to stations within its basic area, where 60 per cent of the population, 65 per cent of the wealth, and 72 per cent of the radio sets are to be found.

The rate structure is simple, the published affiliated network rate of each stations applying with this cast including the

tion applying, with this rate including the cost of recording. These rates are available only on a buy of ten or more stations, but the advertiser may choose these sta-tions and concentrate his shots according to the dictates of his sales needs and problems. Scott Howe Bowen and his staff, pioneers for six years in the promotion of spot broadcasting, will represent the group

John H. Shepard, 3rd, told SALES MANAGEMENT: "Group Broadcasters, Inc., was created for an entirely constructive purpose, to foster the increased use of radio among national advertisers. At the present time the major source of national business for the stations has been the network with which the station is affiliated. There is no reason why the station itself, which is so vitally interested in the national business it receives, should not extend its own efforts into this field and secure its share of national accounts, by means of a carefully coordinated sales plan similar in scope and effectiveness to that of other media such as the national magazines and Sunday newspaper groups."

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Carvalho Returns to Hearst

The return of Mr. S. S. Carvalho to the Hearst Newspaper organization in the capacity of chairman of the executive committee, a role similar in responsibility to that which he held up to the period of his brief retirement, brings to mind his many interesting years of newspaper history. In his 31 years' association with the Hearst organization, the group of Hearst newspapers grew from five to seven morning, sixteen evening and sixteen Sunday newspapers in seventeen cities at the time he left.

Mr. Carvalho will have his office at 959 Eighth Avenue, New York. These are the general executive offices occupied by T. J. White, general manager; H. M. Bitner, assistant general manager; John Mench, in general charge of advertising; and Victor H. Polachek, in general charge of circula-

Cosmo's Fisher Girls

The death of Harrison Fisher brings to a close the longest exclusive relationship which has ever existed between an artist and a magazine publisher. Mr. Fisher began his career as he ended it—on a Hearst publication. His first work was for the San Francisco Call. In 1907 he began to paint for Cosmopolitan, and since 1912 his girls have appeared regularly each month on that magazine. Cosmo has a sizable backlog of Fisher paintings, but Editor Burton says nothing just now as to how long the girls will adorn his covers.

Do We Remember Best the Things We See—Or Hear?

A carefully planned and conducted test made under the direction of Frank N. Stanton in the psychology laboratories of Ohio State University attempts to determine the comparative effectiveness of advertising copy presented to groups of college students by visual and auditory media.

The copy used consisted of two sets

The copy used consisted of two sets of eight advertisements each, constant in length (70-75 words) with products and fictitious trade names mentioned three times in each ad. The 16 ads covered 16 types of products. Students were divided into groups, and the test was so conducted through varying the order of presentation of the visual (printed booklets) and the auditory (through a loud speaker) that it made no difference which set of advertisements was presented first to individual students.

Tests were conducted on these students 1 day, 7 days and 21 days after presentation to determine the relative values of the two types of presentation. The first examination in each of the three tests was a Pure Recall test—the students had to write down all trade names and products they could remember from the previous day. Immediately following this they were given forms which listed the 16 kinds of products, and they were asked to fill in trade names (Aided Recall). In the third they were given the kind of product and four brand names, one of which was correct, and their task was to pick out the right one (Recognition).

right one (Recognition).

In the following table the results of the comparisons are shown:

Pure Recall

| 1 Day | 7 Days | 21 Days |
|---------------------------|--------|---------|
| Visual Average 2.68 | 1.72 | .84 |
| Auditory Average 3.58 | 3.77 | 1.48 |
| Difference90 Aided Recall | 2.05 | .64 |
| Visual Average 3.07 | 2.08 | .98 |
| Auditory Average 3.75 | 3.89 | 1.58 |
| Difference68 Recognition | 1.81 | .60 |
| Visual Average. 6.63 | 6.11 | 4.76 |
| Auditory Average 6.81 | 6.60 | 5.48 |
| Difference18 | .49 | .72 |

The results show a decided advantage for the auditory method, but whether these laboratory tests would apply in commercial advertising does not seem to be answered conclusively, despite the fact that the tests seem to have been conducted with absolute fairness. Publishers of newspapers and magazines would argue, for example, that very few advertisements are plain text matter; that the average advertisement is a combination of wording, layout, illustration, trade-mark, perhaps an identifying color as well. Radio, too, has its distinctive theme songs, its Ed Wynns, its dramatic appurtenances.

The Stanton test stripped both types of copy of everything but words. The methods and findings appear in detail in the February issue of the Journal of Applied Psychology, and another version, in less technical language, but prepared by Mr. Stanton, has been reprinted by the Columbia Broadcasting System, New York. The experiment deserves careful study.

To These Agencies:

All White Owl cigar advertising to J. Walter Thompson Company. . . . The entire Philco account to the Hutchins Advertising Company, Rochester, after a four-year relationship in which they handled promotion for Philco distributors in the East. . . . Croft Brewing Company to McCann-Erickson. . . Also the liqueur account of Trogneaux d'Amerique. . . My-T-Fine to BBDO, also Gould Storage Batteries. . . Manhattan Shirts to Erwin Wasey. . . Dixon Pencils to Federal. . . . Eight liquor accounts of Park & Tilford to Charles M. Storm Company. . . . C. F. Church Company to Wm. B. Remington. . . General Motors (institutional) to Erwin Wasey.

Election and Increases

The QUALITY GROUP re-elected Carroll B. Merritt of Scribner's as chairman. H. B. Todd of Current History is secretary, Waldo F. Sellew of Forum sales manager. . . . The networks had a big January. Columbia, with a 47 per cent increase over last year, had the best January in its history. NBC's two networks had a combined increase of 27 per cent. . . . The American Architect is using double covers with panoramas which extend across both the front and the back of the magazine.



Newark Evening News

EUGENE W. FARRELL, Business and Advertising Manager, 215-221 Market Street, Newark, New Jersey. O'MARA & ORMSBEE, INC., General Representatives, New York, Chicago, Detroit, San Francisco, Los Angeles.



Shoreward March!

A LITTLE sand and sea, plus some of that Chalfonte-Haddon Hall pampering, will soon restore the old spurt.



We are specialists in providing amusement. What with the squash courts, the game rooms and gym, the health baths, music and entertainments, added to year-round golf, riding and hundreds of other resort attractions, there's enough to keep you on your toes.



We are specialists in retirement too. Our sundrenched Ocean Decks and the peaceful seclusion of your friendly room, combined with good food and a flattering regard for your comfort, furnish the background for a perfect restcure.



So call a halt and enjoy a holiday. At Chalfonte-Haddon Hall you can do it very reasonably right now. Rates are moderate. Write for reservations. American and European plans.

Chalfonte-Haddon Hall

ATLANTIC CITY

Leeds and Lippincott Company

Survey Shows Home Equipment To Under-Advertised and Under-Sold

(Continued from page 131)

and Washington have no ideas on what clock they would like to have in their homes, we may only conclude that manufacturers have fallen down on the task of creating a desire and a brand preference.

In the table the editors have grouped under "NC" the various no choice votes, and a percentage figure gives the relationship these bear to the total number of votes per classification per city. In some instances, preferences were recorded for items no longer being produced, or manufacturers were credited with items they never have made. Aside from the correction of misspelled names, the votes were compiled as cast.

Electrical Refrigerators

We apologize to Electrolux. More properly the question should have read, "If you were going to buy a mechanical refrigerator, what brand would you buy?" Despite the inadvertent exclusion of Electrolux in the wording of the question, that refrigerator was written in so often that it ranked seventh in the grand totals. A lesser, but neverthless considerable, number wrote in "Servel Gas."

The GE refrigerator received a larger number of votes than any product in the five classifications surveyed. Frigidaire was a good second, and received first-preference votes in Boston and Los Angeles; Westinghouse was strong in all but one city; Kelvinator in all but two; Norge in all but three. Twenty-five brands received mentions.

Radio Sets

Philco ranked first in every city except New Orleans, where it tied for first place with RCA. RCA's second place lead over Majestic was much less marked than Philco's first place position. These three brands received 47 per cent of the total votes. Thirty-four brands were mentioned, but only the first four received votes in every city.

Oil Burners

No one of the 44 brands had an outstanding lead, and Williams Oil-O-Matic received only 20 per cent as many mentions as "no choice," which accounted for 49.5 per cent. General Electric, Quiet May, American Burner Corporation and Timken were very closely bunched in the next four positions.

Electric Clocks

"No choice" and Telechron ran a close race for first place. Hammond was mentioned in every market, but was weak in Baltimore, Washington, New Orleans and Los Angeles. Twenty-six brands were mentioned.

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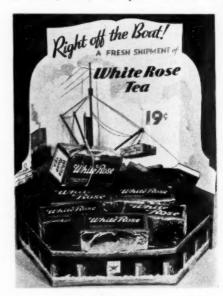
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Air Conditioners

Thirty-one brands were mentioned, but General Electric, the leader, received only 16 per cent as many votes as "no choice." Frigidaire and Westinghouse were in a virtual tie for the next two positions, with Carrier and Holland closely bunched in the next two spots. The votes for other makes were scattered, with very few receiving mentions in more than three or four cities.

Will You Send Us Your Suggestions?

We want to make the subjects of these SALES MANAGEMENT-Ross Federal Surveys as interesting to the great majority of readers as possible, and we will appreciate suggestions, comments and criticisms. The fact that Ross Federal Service has trained men posted in every locality makes it possible for us to conduct investigations in any branch of trade or locality. Let us know, then, what your wishes are.



An orchid to White Rose tea (Seeman Brothers, New York) for this "right off the boat" counter display. A real package is attached by a string to a loading arm, to show just how tea is delivered from the hold to the dock. The basket portion of the display holds more real packages.

SALES MANAGEMENT

Talking Points

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Brown & WILLIAMSON bring back a reminder of our kid days with the many premiums offered with their Kool cigarettes in a four-color page in the New York *Journal*. Bridge cards, copper coastrays, score pad and pencil, and a suede bridge table cloth are offered the card fans, while the general public is lured with a cigarette box made of jet-black G. E. Textolite. (See story page 142.)



Marriage of two favorites.

ANGELUS-CAMPFIRE COM-PANY uses this novel four-color display to feature cocoa as well as Campfire marshmallows. Displays are imprinted with the name of the grocer's favorite brand of cocoa, and the arrangement also gives equal promotion to the package of cocoa and the Campfire package of cocoa and the Camphre package. . . . We wonder why advertisers don't get together more than they do in promoting natural tie-ups of their product. War-NER BROTHERS Pictures and SMITH BROTHERS Cough Drops got a lot of attention last week through the trade paper promotion of the former company pushing the new Paul Muni picture, "Hi, Nellie." The headline read, "For those New York critics who shouted themselves hoarse over Warner Brothers' third successive Broadway hit, we recommend Smith Brothers Vitamin A Cough Drops."

ANIMAL FAIR: "The birds and beasts were there." CONOCO uses jackrabbits; SINCLAIR is ponderously impressive with a brontosaurus and ESSOLENE'S owl and parrots take a crack at competitors' claims. All this "animal appeal" is right in fashion for gasoline advertisers. Perhaps TEXACO'S Scottie dogs started the menagerie?

CITIES SERVICE oil and gas stations in Kansas City advertise a "Power Prover" in color pages. The device tests the exhaust gases and tells within 30 seconds whether the car has poor ignition, bad timing, worn plugs, or sticky points. The advertising has drawn in more than 100,000 vehicles for testing.

NATIONAL ADVERTISERS must wish there were more stores like Schroeder Bros. of Two Rivers, Wisconsin. In a consistent newspaper campaign, they drive home the point that the piper is paid by the shopper who tries to buy something "cheap." Fifteen lines of nationally advertised wearing apparel and household equipment are featured in their copy, "the quality of which is always uniform, and when buying these you have the assurance that you'll be entirely satisfied."

THE FRANKLIN BAKER division of General Foods has invaded a new field of readers with copy appealing to men. In addition to their space in the women's magazines, they are using schedules in Cosmopolitan, Red Book and American magazines, with two copy ideas embodied in each advertisement—one addressed to men, one to women. Headlines such as "Don't deceive your wife any longer," "Have you a secret love?" "Kiss the cook and tell her," are used to pique the curiosity of men readers and get them to ask their wives to bake them a coconut cake.

VICKS VAPORUB asserts "Treat colds externally. . . . There are no risks of constant internal dosing with V.V." GROVE'S BROMO QUININE advises, "A cold plainly calls for internal treatment." Is there a doctor in the house to settle the question for us?

COMET RICE offers a pound package with the Comet rice ball (a cooking device) for 29 cents in a dealer-listing ad in the Troy *Record*. The manufacturer tells us that rice sales could be doubled easily if housewives would only learn to prepare it expertly.

THOS. COOK & SON, the travel agents, picked a marrow-chilling dark day to announce, "We sell sun. Right now we have a particularly fine domestic sun in the Carolinas, California, Georgia, the Virginias, Florida." Which ought to make a lot of people fetch down the steamer trunk and get ready for a little sunbasking.

On the other hand, INTOURISTS, INC., the Soviet government travel agency, is trying to entice tourists to U.S.S.R.

AKRON EMPLOY-MENT GAINS 30 PER CENT

University Bureau Finds Wide Margin Above Last Year's Mark

All types of employment in Akron were more than 30 per cent better in January than in the same month last year according to the Ohio State university's bureau of business research.

The statistics do not cover CWA employment.

AKRON BEACON JOURNAL



And who are we? Well, there's the Three Little Pigs, Oscar Owl, Scottie, the Clown, funny Nosey Ned, the Kat, and others. All popular toy balloon novelties, made from that extra strong Hy-Tex rubber.

We have achieved excellent results for many merchandisers. We'll do the same kind of a sales building job for you.



Write to our makers for complete details

The Oak Rubber Co. 210 S. Sycamore St., Ravenna, Ohio

AN ADDRESS WITHOUT AN APOLOGY

No visitor to New York, nor permanent resident here, need ever apologize to friends nor indulge in self-recrimination for selecting 12 East 86th Street as a home address in this metropolis.

Ideal location in the select Metropolitan Museum— Central Park—Fifth Avenue center yet only 15 minutes from shops and theatres.

Apartments, furnished or unfurnished, with dining alcoves and fully equipped kitchens (not serving pantries); also transient accommodations from \$4 daily. Booklet F on request.



Enjoy a 4 STAR HOTEL in New York

★ for BUSINESS... 1 block from Times Square, 3 blocks from 5th Ave. Underground passageway to all subways.

★ for DINING...3 restaurants to choose from—coffee room, tavern grill, main dining room. Breakfast from 30c Luncheon from 65c Dinner from 85c

★ for RECREATION...69 fine theatres within 6 blocks. 1 block from Broadway...4 short blocks to Madison Square Garden.

★ for QUIET SLEEP...32 stories of fresh air and sunshine high above the street noises.

1400 large rooms...each with bath {tub and shower} servidor and radio.

SINGLE from \$2.50 DOUBLE from \$3.50

Special Rates for Longer Periods
Send for booklet "M"

OHotel JOHN T. WEST,
GENERAL MANAGER
LINCOLN

44th TO 45th STS. AT 8th AVE. - NEW YORK

THE PRICE . . . OF BARGAIN CLOTHES!



is not just "how cheap," but rather their final and enduring good appearance . . . their wearing quality . . . their design and cut . . . and also the "success advantages" that their wearing assures.

Bargain clothes can not assure you of these advantages at any price.

Shotland & Shotland custom tailored garments will, however, provide you with all the advantages of quality, best appearance and final satisfaction . . . at prices that establish a new high standard of value.

BRyant 9-7495

Shotland & Shotland

... Custom Tailors....

with pictures of gas tanks, turbines and factory chimneys. Do we have to go to Russia to see those things?

BEN-HUR coffee illustrates how the use of color can shortcut the time usually required to put over a new talking point. Ben-Hur, called the "original specialized drip," has brought out another coffee, designed for all coffee-making methods. The old brand is packed in a red can the new, called "Blue Label," in a can of that hue. Through a smashing color page in the Los Angeles Examiner they show the differences in a flash.

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. . . They catch the tempo

WOODBURY'S cold cream and GENERAL FOODS' Calumet baking powder duplicate the *American Weekly's* style of copy and illustrations for their advertisements in that magazine. No style clash between ad and editorial matter, therefore greater reader interest.

ARE PREMIUM GASOLINES on the way out? On the Coast both Associated Oil and Standard of California buy color pages in weekday editions of the San Francisco Examiner to announce gasolines with tetraethyl lead at no extra cost.

WHITE OWL CIGAR is trying to get men to join the bartender in saying, "Make mine a cigar." White Owls, asserts the General Cigar Company, are "Vintage, like vintage wines . . . richer, mellower." Each cigar carries a vintage band.

Capstan Glass Company is producing a jelly or pickle container that may be used as an "old-fashioned" cocktail tumbler. Repeat sales on the jelly should be large, for the mortality—ask the man who gives parties—of even thick liquor glasses is high.



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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is Sales Management Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

How to Reach Women Who Are Spending Money Today

Are Spending Money Today

Many a sales executive within recent months has asked himself questions like these: Who are the gals with dough to spend? Where are they? How can they be reached? Apparently the publishers of Good Honsekeeping Magazine sensed these questions in their own active and prospective customers' minds. So they went to work to gather specific information from the women who provedly are doing current buying. First they concluded that actual sales would occur closest to the cash registers of retail stores and, hence, decided to survey only women encountered in the actual process of buying. A group of adactual process of buying. A group of advertising agencies, including Fuller & Smith & Ross, Inc.; Erwin, Wasey & Company, Ltd.; The Ralph H. Jones Company.; Foltz-Wessinger, Inc., and Bozell & Jacobs, Inc., were retained to arrange for interviews with over 20,000 women buyers in 196 different stores operated under 77 different owner-ships in fourteen separate cities. The destores operated under 77 different ownerships in fourteen separate cities. The department stores covered included The Fair Store, Chicago; The John Shillito Co., Cincinnati; J. L. Brandeis & Sons, Omaha; Hager and Bro., Inc., Lancaster, Pa.; Lord Store, Evanston, Ill.; Kresge's and L. Bamberger, Newark, N. J.; Blum Store and Oppenheim, Collins & Co., Philadelphia; Potter Shoe Company, Cincinnati; Napier's Booterie, Omaha; and Shaub's Shoe Shop, Lancaster. The drug group, in addition to several department stores, included the Marshall Drug Chain in Cleveland, Dow Drug Stores in Cincinnati and miscellaneous individual stores in a variety of cities. individual stores in a variety of cities. Furniture stores, in addition to department stores, were covered in several communi-ties, as was also true of houseware estabties, as was also true of houseware estab-lishments. Grocery investigations included the Fisher Brothers Chain in Cleveland, the Kroger Chain in Cincinnati, American Stores in Lancaster, Pa. and miscellaneous independent grocery stores. In addition to the investigations conducted through agen-cies, other studies were made under the immediate direction of Good Housekeeping.

In the case of each interview, the woman customer was asked only two questions, namely: "What magazines do you yourself read regularly?" and "Of these magazines is there any one in whose advertising pages you have particular confidence?" Only magazines with a circulation of 250,000 or over were included and the answers as obtained mentioned some 20 magazines in sufficient quantity to warrant their inclusion sufficient quantity to warrant their inclusion in the final report. In each case the actual date of the investigation made in each store is cited. The final summary of all interviews shows Good Housekeeping's ranking as compared with other leading general and women's magazines.

and women's magazines.

The report as a whole gives sales executives an important line on the magazine reading habits of women who are doing the buying NOW. It is a study which was quite obviously designed to supplant many of the former methods for measuring buying power of women and their reading habits, in that this study seeks to bring this same kind of information up to date and to limit it to those who are proving the current existence of their purchasing power through current ringing of cash registers.

This whole study has been published in a volume entitled "Women Who Are Buying." It is available to all advertising agencies and, subject to certain limitations, to manufacturers. Write to Mr. Happer Paper Good Househoping 57th 8, 9th Payne, Good Housekeeping, 57th & 8th Avenue, New York City.

How to Reach the Billion Dollar Rubber Market

Rubber, an increasingly important factor in every phase of human life, stands fifteenth in value of products among all the industries of the country, according to a brief just published by India Rubber World. In addition to high spotting a few of the important uses—in the home, therapeutics, transportation, factories, toys and sporting transportation, factories, toys and sporting goods, clothing—this study presents figures on raw material consumption, the plant equipment required in processing more than 30,000 different products, and concludes with information on the influence wielded by the publication in its special field. Manufacturers who may have overlooked the fact that this IS a billion dollar market, with over 600 rubber manufacturing plants with over 600 rubber manufacturing plants in the United States and Canada alone, should check up on the information here

presented, briefly and succinctly. Write B. Brittain Wilson, *India Rubber World*, 420 Lexington Avenue, New York City.

Can You Sell Magazine Space?

The publishers of a national business magazine have an opening in their New York office for a man who can create business. Ideas, personality, vitality, ability to get to top people are factors more important than experience in the field.

He will be given good prospects and strong cooperation, but he must be a self-starter and a man who sees advertising not as so much white space but in terms of how it can meet the other fellow's problems. Compensation at the start will be on a straight commission basis. Replies should give full particulars of business experience.

Box 401

SALES MANAGEMENT

420 Lexington Avenue NEW YORK, N. Y,

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

ADVERTISING AGENCIES

FOR SALESMEN ANYWHERE

TWENTY-FOUR-WORD CLASSIFIED AD IN 24 Big Sunday newspapers, \$15. 1934 AD-GUIDE showing classified and display rates of leading newspapers and magazines, mailing lists, etc., free. CHICAGO UNION ADVERTISING AGENCY, (Estab. 1900), 24 W. Jackson Blvd., Chicago.

EXECUTIVES WANTED

SALARIED POSITIONS \$2,500 to \$25,000. This thoroughly organized advertising service of 24 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present posi-

tion protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

HELP WANTED

BEING NEITHER YOUNG NOR BEAUTIFUL, I concentrate on being useful (vide Ben Franklin). Have been a trade paper editor for years, am now a free lance in search of work. Can write forceful and lucid English. Will prepare folders, booklets, catalogs, sales literature, at modest prices. Am comperent and dependable. Can cover all details. Inquiries imply no obligation whatever. Frank W. Kirk, Room 1632, 333 N. Michigan Ave., Chicago. Phone: State 1266.

ASSISTANT FOR SALES AND ADVERTISING manager of a large eastern corporation, in not over a two-page letter outline accomplishments, particularly referring to sales promotion work, references and salary desired. Address Box 403, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

TORONTO MONTREAL WINNIPEG

GIBBONS KNOWS CANADA CALGARY

Comment

IRECT LOANS TO INDUSTRY: The thing which recently did so much to increase President Roosevelt's popularity with the people and his influence over Congress now bids fair to prove considerable of a boomerang. Civil Works Administration did help to relieve unemployment during the Winter, but cutting it off abruptly presents a real problem for the Administration. While the present Congress offers relatively little resistance to Roosevelt measures, it may, if requested to stop CWA, go to mat with the President on an issue which creates so much furor among home constituents. . . . While presumably no one but the President can be sure of what will be done and of just what is being planned, the editors of SALES MANAGEMENT believe that a solution of this most formidable problem is already under way through early and large scale direct loans to industry. Without lengthy discussion, we shall simply enumerate some reasons why such use of governmental money and credit is likely to represent improvement over the current CWA policy. . . . (1) Nothing of great consequence has yet been done to expedite capital financing through private channels on either a new or renewal basis or to cause banks with excessively large cash resources to "loosen up." . . . (2) Via RFC the precedent for direct loans to industry has already been established in case of banks, railroads, insurance companies, etc. This financing proved not only helpful but well-nigh indispensable. From an equity standpoint there is reason to believe financing assistance should not be limited to a few selected industries and that in each field small business is also entitled to pro rata treatment. . . . (3) The Securities Act passed last year and pending legislation relating to control of security and commodity exchanges amplify the need for capital financing via governmental channels. Regardless of need for reform, the immediate effect of drastic reform is stagnation in the capital markets. The seriousness of this result from the standpoint of recovery cannot be overlooked. . . . (4) Capital financing as a stimulant is infinitely preferable to large scale use of a dole such as CWA because it is infinitely easier to ease off and eventually cut off. . . . (5) Regardless of the complete merit of each direct loan to industry, there is always reasonable probability of liquidating a substantial percentage, whereas doles like CWA are gone. . . . (6) It is not as easy for the government to find honest-to-God work for men to do as it is for business men to find jobs for them, provided business men have the capital financing with which to proceed. . . . (7) Many CWA jobs are superfluous. Restoring the pride of deserving unemployed by CWA instead of direct charity cannot be compared to creating jobs with private business. . . . (8) The United States must have a policy looking to state socialization and ownership of business or else a policy

of encouraging private enterprise and the profit system which goes with it. The tax structure of this country depends so completely on the success of the profit system that the defeat of the latter means collapse of the former. If our tax structure collapses much further we shall be faced with revolution in its bitterest sense and hence it seems wise to stimulate private enterprise by direct loans to industry. . . . (9) Certain people may visualize direct loans as running into staggering sums. Such an impression is erroneous. Through RFC, Public Works, Home Loan and Farm Loan activities, we have already provided the major portion of capital loans. Most of our larger industrial enterprises are, if anything, over-liquid and, hence, could not use and would not seek capital loans. Demand would come chiefly from small and medium sized business, the owners of which for the most part have long since learned that it does not pay to overborrow. The aggregate of direct loans to industry is not likely to exceed what CWA will otherwise have to expend in the next seven months. . . . (10) From a budget balancing standpoint, particularly as regards the operating budget, there is a vast difference between CWA expenditures and capital financing loans. . . . (11) The total of new activity created by CWA expenditures is in equal proportion to the total of dollars so expended. The total of new activity created by capital loans is in multiplied proportion to the total of dollars loaned. For example, if a business borrows \$20,000 to finance a one-year deficit on a \$100,000 sales turnover, or if it needs \$20,000 of working capital to finance a profit-making turnover of \$100,000 per annum, the effect of \$20,000 loaned to such a company will be several times \$20,000, whereas the effect of \$20,000 expended through CWA will be just \$20,000. . . . As to method, two plans seem most in the limelight. One plan involves loans through local banks (mostly smaller banks) where RFC assumes 80 per cent of the risk. Another plan involves loans through so-called mortgage and finance companies set up by private citizens to serve specific industries in a vertical sense. In each case RFC is to loan at 4 per cent and reloans are to be at 6 per cent. Financing and loading charges are taboo. . . . Here's hoping a moderate policy of capital financing will soon replace an immoderate policy of CWA doles. Big business, for its own sake, should see the wisdom of encouraging instead of opposing such an elision of policy on the grounds that (1) it can do much more than CWA to expedite recovery, (2) it is sounder policy and vastly more easy to control, and (3) it is the surest way of insuring the future of the profit system on the

existence of which big business, as we have always known it, is so completely dependent.

Pay Bil